MAY 1924

Sales Management

ATLANTA, GA

For the President

Why the Federal Trade Commission is Feared and Distrusted

Page 911

For the General Manager

The Truth About Sales Opportunities South of the Rio Grande

Page 939

For the Sales Manager

The Rickenbacker Plan for Breaking In New Territory

Page 919

For the Advertising Manager

How Phillips-Jones Builds a Sales Plan Around Advertising

Page 921

For the Advertising Agent

What Will Be the Next Great Step in Advertising Agency Development?

Page 935

IN TWO PARTS - PART ONE



TWENTY-FIVE CENTS THE COPY







The department store offers an excellent example of *intensive* selling efforts. More sales, quicker turnover, bigger profits. All because the department store keeps the news of its merchandise up-to-the-minute, accurate and timely.

Thousands of progressive manufacturers and jobbers are successfully using *intensive* selling efforts. Their catalogs are Heinn Loose-Leaf Binders. The news of merchandise, price changes and other important information can be made *daily* if desired—with the certainty that dealers will utilize this matter to the best possible selling advantage. More sales, quicker turnover, bigger profits. Because the manufacturer's or jobber's news to the dealer is up-to-the-minute, accurate and timely.

Millions of Heinn Binders are being used everywhere for both salesmen and general trade needs—and they are selling millions of dollars in goods—more effectively and at lower cost than any catalog yet devised.

Whatever you make or sell, investigate Heinn Binders before you issue your next catalog. Satisfy yourself as to the reasonable cost of buying Heinn Binders. Send your catalog specifications today. Prices and complete information will be gladly sent on Heinn Binders without any obligation on your part.

THE HEINN COMPANY

Originators of the Loose-Leaf System of Cataloging

349 Florida Street Milwaukee, Wis.



Radio Advertising

-Its Market Place in Chicago

During March, 1924, the Chicago Herald and Examiner carried more National Radio Advertising than any other two Chicago newspapers combined.

Its leadership over the second Chicago newspaper on total radio advertising—national and local combined—was 14,080 agate lines.

Below are the National Radio *lineage figures of Chicago newspapers for March, 1924:

HERALD AND EXAMINER 31,465	Tribune 9,987	
Daily News 19,294	Post 4,654	
American	Journal 662	

The market place for Radio Advertising in Chicago is the Chicago Herald and Examiner!

★The figures used in this advertisement furnished by the Advertising Record Co., an independent audit bureau supported by all Chicago newspapers.

Write for "Plan for Securing Distribution, Dealer Cooperation and Consumer Demand for Quality Radio Apparatus at Minimum Cost"



CHICAGO HERALD & EXAMINER

NEW YORK: 1819 Broadway

SAN FRANCISCO: Monadnock Bldg.



What Sort of Reports Do Your Salesmen Write?

Are they long-drawn out accounts of why the salesmen didn't get the business, but holding out great hope for the future

Or are they concise, informative reports giving information you are glad to have-almost as glad to have as orders?

Or don't they write any reports at all?

Dartnell has just revised

"A Salesman's Correspondence"

By J. C. Aspley Editor, "Sales Management" Magazine

It is expressly written to help sales executives solve the report problem. It sells salesmen on the value to them of writing reports. It shows by numerous illustrations that a good report is a salesman's best advertisement.

Hundreds of letters from sales managers testify to the effectiveness of this Dartnell manual. More than two hundred leading concerns pur-chased quantities of the pre-vious editions to hand to their

The manual fits the coat pocket. It can be read through in a few hours. But the impression it makes on a salesman lasts for the rest of his business career. It will solve your report problem—if you have one.

Price on Approval \$1.10 in boards; \$1.60 in leatherette

The Dartnell Corporation

Publishers

1801 Leland Avenue, Chicago

This Issue at a Glance

For the convenience of subscribers whose time is limited, we will print here each month a short digest of the principal articles in each issue, so that you may determine those articles which are of sufficient interest to warrant careful reading.

ADVERTISING

Last installment of series of three articles on origin and development of the advertising agency. Predicts possible future development of advertising agency business and suggests gigantic consolidation. Page

The sad fate of the late Bruce Frary, attributed to taking certain kinds of advertising copy too literally; a warning to readers to use the proverbial pinch of salt if they would escape the sad fate of the man who didn't know some advertising is full of bunk. Page 914.

A. J. Reiss of the Acme White Lead & Color Company points out opportunities for advertising manager who has ability to make the advertising dovetail with the sales program. Page 1000.

The letter that was responsible for a big increase in sales of Van Heusen collars; spring advertising plan made basis of revised selling program. Page 921.

"Cheltenham Bold" shows how present crusade against billboards will bring about certain needed improvements in outdoor advertising. Page 923.

BUSINESS CONDITIONS

Continued placing of hand-to-mouth orders and demands of buyers for quicker service brings need for rearrangement of selling plans. How the merchandise warehouse organizations are helping solve this problem. Page 943.

Former sales manager points out weakness of commission system and tells why so many salesmen stick to salaried positions. Page 974.

BUSINESS AND EDUCATION

The Antioch "work and learn" plan of education and how it is training young men for business. Page 931.

CLUB ACTIVITIES

American Management Association holds convention of Sales Executives' Division to weld together old department and newly added membership of former national association of sales managers. Page 916.

COACHING SALESMEN

Pointing out the danger of losing business when the salesman spreads gloom and talks conditions. How sales managers are helping their salesmen find something to talk about besides politics, elections and conditions.

Page 957.

Experience of sales managers with men who get the side-line fever, or start day dreaming about schemes and plans for going into business for themselves. Facts that sales managers can use in showing salesmen the folly of trying to sell more than one line. Page 913.

COLLECTION LETTERS

Past due accounts present a selling as well as a collection problem that is as much the sales manager's interest as is actual selling; letters that coax delinquent dollars and hold good-will. Page 917.

CONTESTS

Where to obtain new ideas for sales contests that will appeal to salesmen whose appetite for "another contest" is somewhat jaded. Page 927.

DEVELOPING TERRITORY

Description of the Rickenbacker plan for opening up new territory in five hundred mile wide strip across the country. How world wide distribution is being built up systematically. Page 919.

EXPORT MARKETS

Actual experiences of a southern jobber in breaking in territory south of the Rio Credit information on Mexico easily obtainable but absolutely essential before selling attempts are made. Salesmen in Mexico must learn to combat world wide competition. Page 939.

FEDERAL TRADE COMMISSION

A report of the activities of the Federal Trade Commission by Roy Johnson who has been making a careful study of the commission's rulings and methods. Shows how the misuse of publicity is working a hardship on many concerns whose policies or sales methods do not jibe with the ideas of the commission. Page 911.

ILLUSTRATIONS AND ENGRAVINGS

Simple knacks for getting the most out of illustrated printed matter; how to save money on retouching photographs and other hints for the man who buys art work or illustrations of any kind. Page 947.

ORGANIZATION PLANS

General Sales Manager Deupree of Procter & Gamble tells why some sales managers get ahead so much faster than others. Page

SALES LETTERS

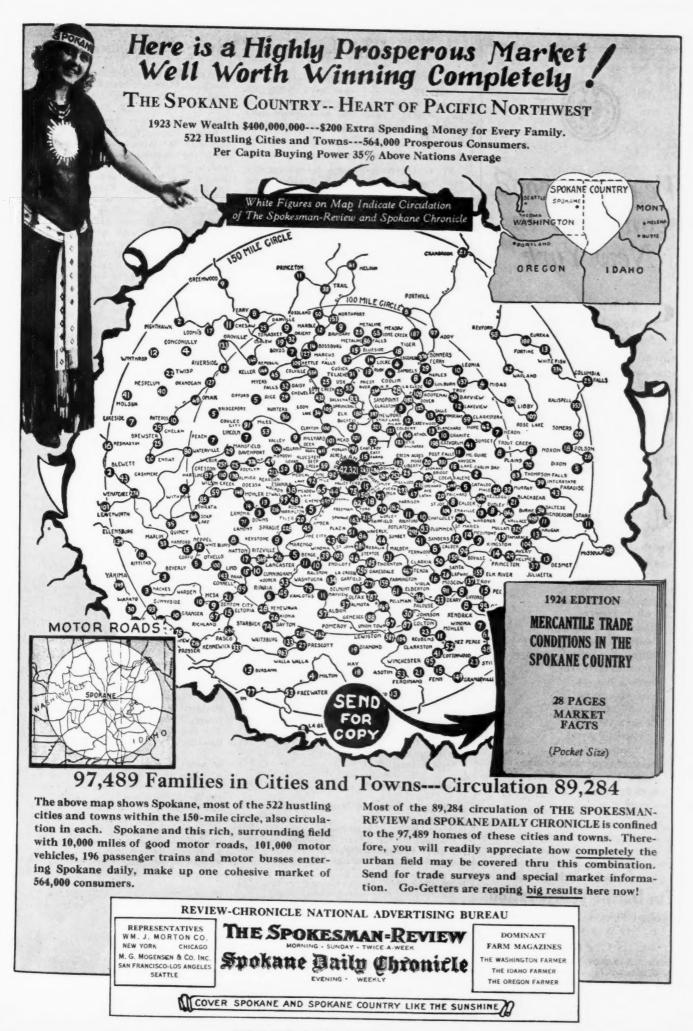
Sales letter writer points out many opportunities to make use of history and encyclopedias in getting new ideas for making sales letters readable. Page 966.

TRADE-MARKS

Thousands of duplications in trade names causes confusion and frequent litigation. How to insure against selection of trade names and trade-marks already in use. Page 970.

TRAINING SALESMEN

Chicago sales manager explains his plan for requiring salesmen to memorize sales talk. Must write entire sales canvass thoroughly forty-five times, not because they expect salesmen to recite sales talk literally but because he has found it the surest method of training successful salesmen. Page



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We are in good company in New York

Dartnell's growing clientele in the East has made the old offices in the Canadian Pacific Building inadequate.

On May first the offices moved to the seventh floor of the Berkeley Building—just west of Fifth Ave. on Forty-fourth St.

Among the better known concerns that have their headquarters in this building are:

Association of Color LITHOGRAPHERS BARROWS & RICHARDSON CAMPBELL ADVERTISING AGENCY CHILDREN'S COSTUME ROYAL CRESKE-EVERETT, INC. GOODE & BERRIEN IOHN HANRAHAN HILL-WINSTEN Co. HOUSE & GARDEN LE COSTUME ROYAL T. F. MOORE Co. PALMER ADVERTISING SERVICE POSTER LITHOGRAPHERS, INC. REED PUBLISHING CO. VANITY FAIR

Eastern Offices

The Dartnell Corporation

Seventh Floor of the Berkeley Bldg.

19 West 44th Street

New York City

Рнии	S. SALI	SBI	URY			-	-	-	Manager
M. V.	REED -		•	G1			A	sst.	Manager
E. D.	GOODELL		-		St	aff	Re	pre	sentative
ROGER	FITZHU	зH		~	St	aff	Re	pre	sentative

This Issue at a Glance—Continued

WHERE TO DRIVE FOR SALES

Dartnell Editorial Staff man points out frequent mistakes in sales campaigns in Atlanta, Georgia, and tells how others have successfully conquered this growing market. Page 989.

BRITISH SUPPLEMENT

W. G. CLIFFORD, whose sales management experience was gained on both sides of the Atlantic, points out many of the snags which may militate against the success of an American campaign in England, and tells how to approach the British market successfully. Page 1029.

A digest of British patent laws which should be thoroughly understood by every American sales manager; written by a Solicitor of the British Supreme Court of Judicature. Page 1031. A member of the Dartnell Editorial Staff in England describes the daring sales methods which multiplied sales of Mackintosh's Toffee by ten in as many years, Page 1034.

British Empire Exhibition offers great opportunity for American sales managers to study the magnitude of the British market and to meet British salesmen face to face, and to size up sales opportunities existing in various industries. Page 1036.

Stanley F. Talbot, Hon. Secretary, Incorporated Sales Managers' Association of the United Kingdom, tells why different types of salesmen should be selected for the various markets in England, Wales, Scotland and Ireland. He says, "Don't expect a salesman from London to get the same reception as a native would in Glasgow, Newcastle, Manchester, or any of the places in the north midlands." Page 1041.

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In outdoor advertising, as in the other established industries of America, informed and balanced men have as their foundation rock

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INTEGRITY



Poster Advertising Painted Displays

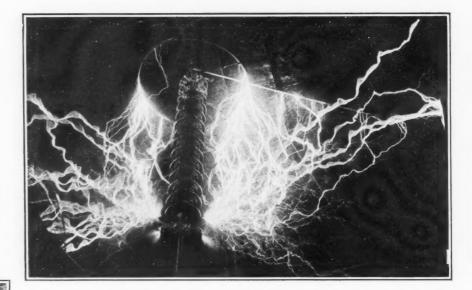


OUTDOOR ADVERTISING AGENCY

OF AMERICA, INCORPORATED
Successors to Ivan B. Nordhem Company

8 WEST 40th STREET NEW YORK

CHICAGO · PITTSBURGH · SAN FRANCISCO



Impulsing supervoltage causing discharge about a 14-unit string of 10-in. cap-and-pin-type insulators.—Electrical World, Vol. 77, p. 31.

Contact!



Mercury boiler and tur-bine at the Hartford sta-tion.—Electrical World, Vol. 82, p. 553,

The electric light and power companies are right in the middle of a great expansion program. Make contact with them.

This year they will buy more equipment of all kinds than they have bought in any year in the history of the in-Make contact with dustry. them.

They are spending \$550,-000,000 this year-\$89,633,-000 for hydro-electric extensions, \$222,966,900 for steamelectric, \$110,850,000 for transmission and \$131,560,-000 for distribution systems. Make contact with them!

The men who buy for the electric light and power com-panies all read Electrical They depend upon World. Electrical World for guidance in planning construction and in selecting equipment. They use Electrical World as a working tool and as a buying

About seven thousand of these buyers come to Atlantic City the week of May 19th to attend the annual convention of the National Electric Light Association. These buyers are executives. They are coming to the convention to discuss expansion problems and to study the exhibit of equipment.

Here is a particularly receptive audience for the manufacturer who advertises in the May 10th N. E. L. A. Convention Issue of Electrical World. Forms close May 1st.

The more-than-20,000-aweek circulation of Electrical World makes complete contact with the buying power of the electric light and power industry.

Each one of the fifteen McGraw-Hill Publications is the working tool and buying guide of the executive who buys in the field it serves.

These fields and the publications which serve them are:

Electrical: Electrical World, Electrical Merchandising, Electrical Retailing, Journal of Electricity.

Construction and Civil Engineering: Engineering News-Record.

Mining: Engineering & Mining Journal-Press, Coal Age.

Transportation: Electric Railway Journal, Bus Transportation.

Bus Transportation.

Industrial: Power, Industrial Engineer,
American Machinist, American Machinist
(European Edition), Chemical & Metallurgical Engineering.

Export: Ingenieria Internacional.

Electrical World

A.B.P.A McGraw-Hill Publication Tenth Avenue at 36th St., New York

Largest self-cooled transformer in the world.— Electrical World, Vol. 83, p. 10.



Who's Who

The McGraw Cen-tral Station Direc-tory and Data Book tory and Data Book contains the names and addresses of buyers in 6,750 electric light, power and transmission companies. More than 1,000 pages of valuable informa-tion.

Price \$20

Subscription Rates: Single copies, 25 cents. Yearly subscription payable in advance, \$3.00 anywhere in the United States or its possessions; \$3.25 in Canada, and \$3.50 in foreign countries. Six months' subscription, \$1.50.

Bound Volume: No more copies of Bound Volumes One, Two, Three or Four are now available. Copies of Bound Volume Five containing issues from October, 1922, to September, 1923, inclusive may be obtained from either our Chicago or New York office at a cost of \$6.00. The volume contains 1,164 pages and is bound in heavy buckram, lettered in gold.

Renewals: Subscriptions are promptly discontinued upon expiration. Readers desiring to keep their files complete should renew promptly. Back copies cannot be supplied when subscriber fails to notify us of change of address.

News Stand Copies: This magazine is not generally sold through news dealers. Copies can usually be secured, however, after the first of the month from the news stands at leading hotels, railroad stations and book stores in the larger cities.

Advertising Rates: Full page advertisement, opposite reading, run of paper, \$125 single insertion. Two columns, \$100 single insertion. One column, \$60 single insertion. Half column, \$35 single insertion. Fifty cents per agate line.

Closing Dates: First forms close on the tenth of the month. Final forms, fifteenth of the month. Publication date, first of the month, all preceding date of issue. To secure proofs of advertisements, copy must be in our hands not later than the tenth.

MEMBER

Audit Bureau of Circulations Associated Business Papers, Inc.

Published Monthly by

THE DARTNELL CORPORATION

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Sales Management

Published Monthly for Those Who Market Through National Sales Organizations

VOLUME SIX

Established 1918 by The Dartnell Corporation

NUMBER EIGHT

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Edited by John Cameron Aspley

EUGENE WHITMORE
Associate Editor

DAVID H. COLCORD ASSOCIATE EDITOR

P. R. MEANS

A. R. HAHN DESK EDITOR



92% Executive Readers

Executives who control the purchases in the Iron and Steel consuming and producing plants of the United States and Canada read IRON TRADE REVIEW every week for its Market news.

Authority to buy is vested only with executives. Buying power is the acid test of circulation value. Readers of IRON TRADE REVIEW are executives-92% of them as follows:

Major Executives

Proprietors and Presi-	
dents 3,970	
Vice-Presidents 2,534	
Company Secretaries 3,131	
Treasurers 2.546	
General Managers 3,935	
Purchasing Agents 3,906	
20	0,022

Operating Executives	
Works Managers 1,992	
Superintendents 2,778	
Engineers 2,291	
Foremen 1,348	
	8,409
Grand Total all executives	28,431
All other readers 2,553	

These figures are based on the net paid circulation as of the December 27, 1923 issue. They do not include advertisers and other copies, the total dis-tribution being 10,500 copies.

Questionnaires answered by subscribers show that each copy of IRON TRADE REVIEW has 2.8 readers.



Published Every Week-Established 1883

ONEVIEWRADE

Penton Building, Cleveland

Member A. B. C .- A. B. P.



PHILIP W. LENNEN, for twelve years sales and advertising manager of Royal Tailors, and for the past year associated with Erwin, Wasey & Company, Chicago advertising agency, has become an equal owner with I. T. H. MITCHELL in a new advertising agency formed under the name of Lennen & Mitchell, Incorporated, New York City.

E. D. PECK, advertising manager and manager of retail stores, was recently made director of sales and a member of the board of the Devoe & Raynolds Company, Inc., paint manufacturers, with headquarters in New York City. ELLIOTT S. PHILLIPS, general manager of the eastern division, has been made general manager over all divisions. R. S. Wilson has been made manager of all retail stores. THEODORE E. DAMM, research director of the Joseph Richards Company, New York advertising agency, is now advertising manager of Devoe & Raynolds, succeeding Mr. Peck.

BOWMAN GRAY, who joined the R. J. Reynolds Tobacco Company in 1895 as a salesman, and during the past twelve years has been vice-president in charge of the company's selling organization, has been promoted to the presidency of the company, succeeding W. N. REYNOLDS, who was elected chairman of the board. S. CLAY WILLIAMS, counsel for the company for the past three years, succeeds Mr. GRAY.

WALTER DAKIN, formerly assistant sales manager of the Bell & Zoller Coal Company, Chicago, is now sales manager of the John A. Logan Coal Company, Chicago.

At the last annual meeting of the stockholders of the General Motors Corporation WILLIAM S. KNUDSEN, president and general manager of the Chevrolet Motor Company, was elected a director, and at a subsequent meeting of the directors was elected a vicepresident.

EDWARD E. BUCKOW, formerly manager of The Expositor Magazine, Cleveland, is now actively affiliated with The Nexbitt Service Company, Cleveland, advertising agency.

A. E. SUNDLING, who has been with the Brauer Bros. Manufacturing Company, St. Louis, makers of leather sporting goods, for the past fifteen years, has been made sales manager.

W. D. ROCKWELL, at one time director of sales of the Universal Machine Company, Bowling Green, Ohio, and of the Adams Axle Company, Findlay, Ohio; and for the last three years sales manager of the AC Spark Plug Company, Flint, Michigan, has been made director of sales of the Parsons Manufacturing Company, Detroit, makers of Parsons automobile body equipment.

FRED GABLE has resigned as western sales manager of the Glidden Company, paint manufacturers, to become president of the Perfection Paint & Color Company, Indianapolis, Indiana. RUSSELL H. STRICKLAND, sales executive of the Kewanee Private Utilities Company, Kewanee, Illinois, for the last five years, has also resigned to join the Perfection Company in Indianapolis.

W. P. HAMANN, representing The Chicago Tribune in the eastern advertising department, has announced his resignation to take charge of sales for The Sky Writing Corporation of America.

H. P. MANSFIELD succeeds J. H. RODIER as sales director of the Grasselli Chemical Company. Mr. Rodier was elected vice-president of the company.

WILLIS C. LINCOLN has resigned as manager of sales and engineering for the National Railway Appliance Company, New York City, to become western sales manager of the Electric Service Supplies Company, with headquarters in Chicago.

EDWARD D. BERRY, for the past three years director of advertising for the United Typothetae of America, Chicago, has resigned to become director of sales service for Dean-Hicks Company, Grand Rapids, Michigan, publishers of Good Furniture Magazine.

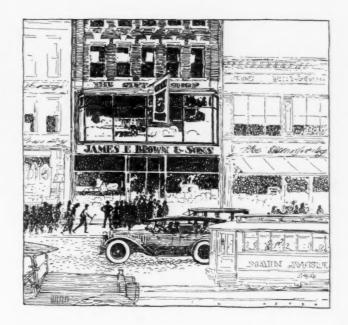
STANLEY H. Twist has resigned as advertising and assistant sales manager of Ditto, Incorporated, Chicago, makers of Ditto duplicating machines, to become secretary and a member of the board of directors of Office Equipment Catalogues, Incorporated, with headquarters in Chicago.

JOSEPH W. GRAY, formerly general manager of the Corporation Securities Company, Chicago, has been made sales manager for John Burnham & Company, Inc., Chicago. investment securities.

After being associated with the Postum Cereal Company, Battle Creek, Michigan. for sixteen years, SAMUEL H. SMALL has severed his connection as chairman of the executive committee.

SENECA G. LEWIS, vice-president and general manager of the Pennsylvania Rubber Company, Jeanette, Pa., passed away on April 21, 1924. Prior to his joining the Pennsylvania Rubber Company, Mr. Lewis was sales manager of the Winchester Repeating Arms Company, New Haven, Conn.





Put Retail Energy **Behind Your Product**

The

National Urban Market

First

This is the title of a booklet

which outlines the 663 Key

Trading Center principle.

We will be glad to send you a

WILL your goods move—or will they stand still on the dealers' shelves?

Two typical retail stores are sketched above. At the right is a store in one of the 663 Key

Trading Centers. At the left is a store in a rural community.

In which store will the volume of your sales be larger?

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The proprietor of the Trading Center store is undoubtedly an abler merchant than his rural brother. He carries better stocks, because there is more buying demand. This demand is stimulated by the Trading Center environment.

Furthermore, he does his share

toward stimulating the demand. He knows the value of national advertising, and realizes the wisdom of tying up with national campaigns. He uses window displays to tell his customers that he carries nationally advertised products.

The rural merchant usually exists only to meet demands. He makes no effort to stimulate them. National advertising means little to him. Window displays will be unchanged for weeks in his store. He does business in a state of complete indifference.

Certainly your most productive market lies in the places where you can secure the greatest re-

tail energy. You can use well planned national and local advertising to bring possible buyers into your retail outlets. But dealer indifference and lack of co-operation will slow up turn-

The greatest proportion of live dealers are to be found in the 663 Key Trading Centers—the cent of the total volume of

copy if you will write us. A. C. G. HAMMESFAHR places which produce 75 per Business Manager business in the United States. This market is also Cosmopolitan's market

because most of its circulation is concentrated there-72.8 per cent in the 663 Centers; 14.2 in the urban communities adjacent to the Centers; and only 13 per cent in rural places.



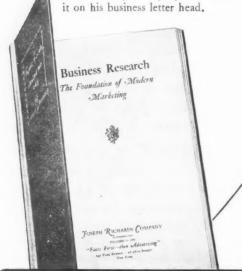
FACTS FIRST, OYEARS AGO-



Business Card of Foseph H. Richards Founder of Toseph Richards Company, Inc.



As we must have the facts to plan rightly any advertising campaign, we have developed a method of fact finding which is discussed in our book, "Business Research." We will be glad to send a copy to any official of any Company who will ask for it on his business letter head.



The father of the present president started this Advertising Agency, in 1874. He said when he began, "An Advertising Agent should be skilled in every form for giving notoriety to facts." Fifty years later we say, "Facts First, then Advertising,"—indeed, that is our registered trade-markslogan.

A well equipped advertising agency is skilled in every form for giving publicity to facts. But as the complications of modern merchandising grow, the perplexing thing is to be sure of the facts. The Joseph Richards Company, Inc., 247 Park Avenue, New York, N. Y.

RICHARDS "Facts first—then Advertising"

Volume Six

Chicago, May, 1924

Number Eight

Why the Federal Trade Commission Is Feared and Distrusted

Damaging Publicity Results in Untold Harm When Commission Acts as Prosecutor, Judge and Jury and Broadcasts "Charges"

By Roy W. Johnson

EN years ago, the Federal Trade Commission was established by Act of Congress, in the general belief and expectation that it would provide the business world with an impartial tribunal, which would act primarily as a "business court" or court of arbitration, to which business men could submit their troubles with the assurance of prompt and inexpensive action, and which would also check and prevent certain business practices and abuses which apparently could not be reached through the anti-trust statutes. It was felt that a tribunal of this character would quickly win the confidence of business men, and that its ability to take prompt action in the general field of "unfair methods of competition" would make it a powerful influence for the general welfare.

Where the Commission Failed

However, the high hopes with which the Commission was organized have not been fulfilled. Instead of winning the confidence of business men, it is mainly the object of their fear and distrust. Instead of a powerful influence for business welfare, it is rapidly assuming the vicious features of an arbitrary censorship, against which nobody dares make an effective protest. Those are strong statements, but I do not think that they go beyond the sober truth.

The Federal Trade Commission is

today the only agency of the Government concerning which business men generally are afraid to express an honest opinion. For the better part of a year I have been trying, in interviews and by letter, to persuade business men to express themselves on this subject, and the results are highly significant. In some fifteen years of experience I have never discovered a topic of general interest and public importance that was so certain to evoke either no response at all, or a carefully guarded reply with the proviso, "For heaven's sake don't quote me."

Reasons for a "Mum" Policy

Men who would not hesitate to express themselves quite frankly with regard to the Department of Justice, the courts, or the administration of the Department of Commerce, can be trusted to dive into the cyclone cellar at the mere mention of the Trade Commission. So far as opinions from business men are concerned, I was getting nowhere, so I asked the editor of a prominent business magazine (not "Sales Management") if he could help me out with suggestions. He replied as follows:

"Yes, indeed, I should be mighty glad to give you the information you ask for if I had it, but I have not got it, and if I did know a business executive who was not afraid to talk I would use him myself.

"The trouble with the situation is

that if a man does talk, he will doubtless get the worst of it the next time the same competitor pours a tale into the willing ear of a trade commissioner."

There you have it, in very plain terms. The business man who has been or now is in the position of a defendant before the Commission is afraid to comment or criticize lest it prejudice his case, and the man who is not in such a position is afraid of reprisals. The Commission's power to bring actions on its own initiative, with the attendant publicity (power which, by the way, no court possesses), hangs over him like a cloud.

Commission Gains No Faith

The fact that the Commission may be, at the same moment, prosecutor, judge and jury, is enough to give the most valiant critic pause, if he happens to be engaged in interstate commerce. He knows that from the Commission's orders there is an appeal to the courts, but from its publicity there is no appeal. He knows that the Commission, through its mailing list, can put a weapon into the hands of his competitors which may do irreparable injury to his reputation and goodwill. He may have no legitimate ground for fearing these things, but he does fear them. Small wonder that he hesitates to talk!

There is no other American institution that I know of concerning

SALES MANAGEMENT FOR MAY, 1924

which there is this general feeling of fear and distrust. And it is a great pity that the Trade Commission should be so regarded. It could be, and ought to be, of great constructive service to the business community. It ought to have the confidence of business men instead of their distrust, for it has done and will yet do many useful and valuable things in the public interest. If it were to be abolished, as is contemplated in a bill recently introduced in Congress, it would probably be necessary to create something else to take its place. Yet the facts are as stated. Business men as a rule seem to have faith neither in the Commission's integrity nor its impartiality, and the idea of making a public statement regarding it throws them into a panic.

A Commercial Despotism

The Trade Commission thus is getting into a position where it is above and beyond criticism, and is more and more taking on the complexion of an arbitrary despotism, concerning which men speak in whispers. The law provides an appeal to the courts against the rulings of the Commission; but the time will come, if it has not in some instances already arrived, where men will not dare to appeal to the courts for fear of what the Commission may do to them afterwards.

I say again that it is a great pity the Commission has gotten itself into this atmosphere of fear and distrust, and this article is written in the hope that it will bring about discussion. For unless business men do acquire sufficient backbone to speak out in public on this subject, there is little chance that the Commission will ever be what its founders intended that it should be. On the other hand, there is a very excellent chance of its becoming a political tyranny of the 18-karat variety.

As for the reasons for this general fear and distrust of an institution that was intended to inspire the opposite emotions, I think there are, in the main, three. In the first place, the Commission has assumed powers and functions far beyond the intention of those who framed the law which created it. It has assumed, for example, the power to interpret the meaning of the law, as well as to enforce the law. The courts have plainly said that the Commission has jurisdiction only over methods of competition, and not unfair competition per se, but the Commission announces that its interpretation of the law differs from that of the Supreme Court.

The Power to "Investigate"

It has also assumed the right to make searches, and compel the production of documents and correspondence without the affirmation that any crime has been committed, and merely for the purpose of conducting an "economic investigation." Again, it has assumed the power to take action against acts that are only contemplated or proposed, on the ground that if completed they would be contrary to its interpretation of the law, and effectually prevent their accomplishment, not by any process of law, but by the force of publicity. These, and other assumptions of power, have brought about a rather widespread feeling of uncertainty and uneasiness-a doubt as to where the

lightning would strike next, as it were.

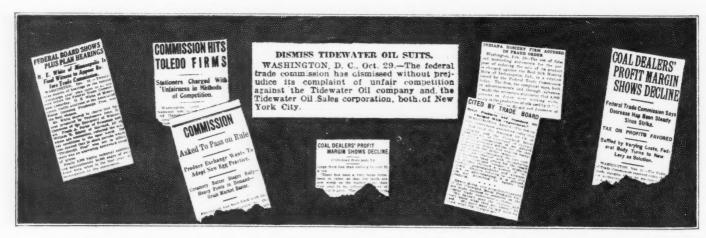
In the second place, little confidence has been reposed in the men appointed to serve as Trade Commissioners. The only qualification for membership set forth in the Trade Commission Act is that not more than three of the five Commissioners shall be members of the same political party, and appointments have pretty generally been made on the basis of politics.

The Publicity Weapon

Men have been appointed to the Trade Commission because it was necessary to "take care of them" in some fashion or another, and they were willing to accept a ten thousand dollar a year job. Men of any solid and substantial business experience have been few and far between. There has been a sprinkling of intelligent legal talent, but the Commission for the most part has maintained a majority of those with a pronounced grudge against business enterprises generally, and a willingness to believe the worst of anyone who showed evidence of prosperity.

The most fertile and fruitful source of the dread and distrust with which the Commission is regarded, however, has been its use of publicity; its genial habit, in other words, of broadcasting to a list of newspapers, business papers, and magazines the glad tidings that charges have been filed against A, B, C or D, and that a date has been set upon which they are to give answer to the indictment. Charges, mind you, not findings of fact; accusations, not yet answered; mere

(Continued on page 1012)



News of the filing of "charges" is considered worth big black headlines and long stories. News of vindication and "dismissal without prejudice" is considered worth a tiny little seven line space in the smallest possible type, as shown by the Tidewater Oil clipping reproduced in actual size above. The other clippings are greatly reduced in size



The Salesman Who Fritters Away His Time With Sidelines

HEN an aggressive, ambitious, eager salesman hits a slump in sales, find out what he is doing with his "spare" time, is the advice of a sales manager who has made an enviable record for holding together a large group of unusually successful salesmen.

"I am not referring to the salesman who wastes his spare time drinking, gambling or dissipating," explained this sales manager, "but to the salesman who lets his ambition run away with him to the extent that he begins to sell side-lines, plan a business of his own, or hire a junior salesman to help him out."

"I have seen dozens of good men go to pieces because they got the idea of starting in business for themselves and spent all their spare time dreaming and planning for a business of their own. These men usually have saved a few hundred dollars and are so intent on starting out on their own hook that they spend half their time going over plans and schemes for investing their money.

"Then there is the man who conscientiously believes that he is getting every ounce of business out of his territory for his main line and who is just energetic enough to want to carry a side-line. Salesmen always seem to figure that side-line

commissions are just like so much money dropped from the sky, never realizing that the effort and energy expended on these outside propositions rob them of an equal amount of earning power for their main lines. One of the sales manager's most important problems is to keep his men thinking of the future possibilities in their own territory with their own house and their regular line. As will be shown by the following letters from sales managers who have had experiences with ambitious salesmen who are sidetracked from the main business, it is obvious that eternal vigilance is necessary to keep a force of salesmen grazing in their own fields instead of gazing at the apparently greener grass in neighboring fields.

W. D. Little, sales manager of the Hoskins Manufacturing Company, tells of one salesman who thought he could make a killing by selling steel in addition to his regular line. In describing his experience with this man Mr. Little says:

"We had a manager in one of our offices who was quite a good salesman and did very well for us for about a year. Although general business was good and our other offices were producing in line with our expectations, this office fell off. A number of visits were made to that office to find where the trouble

lay. During one of the visits I found out accidentally that this manager was selling steel as a sideline, or at least trying to sell steel. The matter was brought to his attention and he admitted that he was probably over-ambitious and that he was spending the bulk of his time as a steel salesman in an attempt to make a 'killing.' He agreed to stop trying to sell steel and devote all his time and attention to Hoskins' products.

"Sales did not improve in this office and we surmised that probably he was not entirely cured on sidelines. A little silent investigation disclosed the fact that he had a Russian Count in tow, to whom he expected to sell a lot of steel. The Count required a lot of entertaining and attention. So we decided to dispense with his services to give him an opportunity to devote all his attention to the Count. I met this man about a year ago looking rather seedy and without a job. Unfortunately we had lost confidence in him and couldn't see our way clear to put him back on our pay-roll."

That it is not always the salesman who gets into trouble by dividing his efforts is shown by the letter which follows from S. L. Weedon, of S. L. Weedon & Company of Cleveland. His company started

(Continued on page 1016)

"The Moral Importance of the Bathroom"

By Bruce Frary

In reproducing the clippings with this article, we are but carrying out the wishes of the late Bruce Frary. This article is apparently the last one he ever wrote. The calamity that befell him is an argument in favor of temperance. The poor fellow went on an orginatic debauch of advertisement reading. One must learn to take the stuff moderately or leave it alone.

Reader," telling of the Missus' comments on the "overjoyed" men and women in advertisements, was very much to the point. In fact if I were in any other kind of business, I would have had several laughs out of it—but as it was I felt a bit guilty, for I sell engraving, and as I read the article I thought to myself, "I probably took the orders for the halftones of a lot of these pictures."

Why is it, do you suppose, that the advertiser forces his advertising agent and the artist to turn out these pictures that can only cause disgust—or at best, amusement? Why only today I was handed a painting which showed a little tot of five begging her mother for just another spoonful of Blank's Cod Liver Oil. "Oh, just one more, please muvver, just a teeny one. It makes me strong and healthy," the caption read.

I get around among many advertisers and their agents, and I see a lot of money made, and a lot wasted in advertising. When I first started in this work a cynical agency man told me, "Son, there are two kinds

of advertisements: selling ads and boards of directors' ads."

It's true. The agent gets the blame when the copy doesn't pull, but a lot of the ads you see do not represent what he thought ought to go into the paper. He had to write what the president of the board of directors told him to write—and they dictated what they wanted and hoped the public would read and believe, or what would please their personal vanity. They seemed to think that the publisher would personally accompany each copy of his paper and say to the subscriber,

Now-

we can tell you

The secret is out. At last the originator of Parfum has disclosed the real reason why this fragrance has enjoyed so many years of popularity.

"The reason is a simple one," said the aged creator of odeurs.
"In formulating Parfum we deliberately set for ourselves the task of achieving an odeur that would be so seductive, so fascinating so bewitching that it would be utterly irresistible to men,

"To create this kind of a perfume we distilled nearly 100 new odeurs and secured dozens of women to give them actual tests in their social contacts with men.

THE man who respects his appearance as important regards a Hat as indispensable.

Be sure to get the genuine . If you don't, your dog will be disappointed

Probably the women of America never needed any beautifier so suddenly and so urgently as they needed this one, for Paris has decreed that long hair must prevail.

Do you know this secret? Have you tried applying to your lashes and seen the new luse in your eyes? If you haven's, there is a thrilling experience in store for you.

are the very finest garments of their kind which are produced in this country. In style, fashioning and making they set a pace that puts

SEVEN AGES IN CORSETRY

The Fond Mother"

Among the Old Masters you will find no more beautiful lines than those in-

In these days no home can be considered strictly modern without a In every

He Said Her Eyes Were Like Spring Flowers

ND so they were—round and soft and melting. Long ago she had learned the of accentuating their beauty and heighttheir expressiveness by darkening the W HAT man has not felt the fascination of such eyes? How they thrill him in his waking hours, how haunting they are in his dreams!

Every girl can have attractive eyes if she will beautify her lashes. By darkening the lashes with she will increase the expressiveness or her eyes one hundredfold.

Their first conversation betrayed the fact that she was not fastidious.

AT a distance she had appeared unusually neat, imhe discovered that her teeth were not clean. And he

All my life I have had an Ideal—of perfect manhood and womanhood, built on the knowledge This fine car keeps youth in your
that we are what we eat—chemical bodies built up or veins and age out of mileage. Its
torn down by foods.

beauty keeps you proud. Its faithful
performance keeps you happy. Mile-

Our meals must be balanced—to fulfil body needs. performance keeps you happy. Mile-Our foods must be pure—that they bring with them age makes your heart grow fonder.

Society Leader

Thus being, bringing beauty possibilities beyond the fondest dreams of women, or scientists.

Society Leader Removes 53 lbs.

With old and young alike there is an almost instinctive appreciation of the moral importance of

Grows more and more precious as fashionable approval of its new and alluring fragrance increases its unprecedented demand.

Such is the testimony of three sure you can handle the work. I've been keeping generations to its mild natural safe an eye on you ever since the

SALES MANAGEMENT FOR MAY, 1924

"Here, read this ad, or I'll jam it down your gullet. What's that? It bores you? I don't care; read it anyway, and ACT, man, act today, this minute, while the impulse is hot, do it NOW!"

This evening, after reading your subscriber's comments on Pollyanna illustrations, I turned to the evening paper, and then to one of the many magazines we get at the house. Perhaps it was because my mind was on the subject of advertising-but anyway, I read the advertising pages and couldn't focus my attention on the news and the stories. Soon I found myself weeping. At first I merely choked up, then a few sobs escaped, and by the time I had turned ten more pages I was bawling. The rest of the family was in an adjoining room-they came rushing in.

"Bruce, darling, what is it? Has the bank failed? Heard bad news from your mother? Have you lost your job? TELL ME!

For several minutes I could not speak. Finally I gained control of my emotions.

"Oh, don't talk of trivial matters. No, it's none of the things you mentioned. They are deeper wounds. Oh, why, oh, why, darling wife, didn't you tell me of these mistakes I have been making? Why have you allowed me to go through life with so many things wrong when for just ten cents to cover postage and packing, or \$1.98 plus a few cents which I would pay the postman at the door, all of my afflictions might have disappeared like magic?"

"Why, Bruce, dear, I don't see anything wrong. You have always satisfied me. If you hadn't pleased me I should have left long ago. But what is it?"

"No-please don't ask me. It will hurt to tell."

"But I insist. What are all those loose pages? Why have you torn them from the magazines and the Gazette?"

Well, she had me then. And instead of letting her read for herself and get all of the terrible truth, I told her, toning down some of my shortcomings.

"I hate to admit all these things -but perhaps confession will ease my conscience. Well, here is the first one. Now why was I so foolish as to buy the other kind of dog biscuit? The ads warn me that Rover will demand the genuine and will be disappointed if he doesn't get it. Probably it wasn't the automobile that killed him-I'm sure he died of a broken heart because I deceived him.

"Here's the next. This is almost too terrible to tell. I always thought that I was being fair to you-believe me, precious, it was ignorance and not a deliberate attempt to wreck your happiness-I wanted to give you a good home, but I failed. This ad says that no home can be considered strictly modern without a whoozit, and I fell for an Arcola!

"But after all, that isn't so important as my duty to bring up Jack and Jill to be good citizens, and I am failing. This ad says that with old and young alike there is an almost instinctive appreciation of

(Continued on page 1004)

The secret of 15 years of popularity

stallizes for all time the fleeting beauty nen exercise this charm! They possess , and fingers fashioned as sweetly as

ow it immediately because of its richness in individual taste that no other mustard has.

Results from the Adaptation of the "Power Within" to the Stress of Environment

T IS a question of relativity. Disease is the result of supernormal stress or of subnormal re-

She Knows She Will Be

Popular This Evening

These make your feet eager for the day's work

een invited by the man she adores A RATHER unusual advertisement had caught her eye and set her wondering. It talked about something she had never heard discussed among the people she knewnot even the most intimate of her girl acquaintances

Maybe this was the thing that was holding he like old fashioner agers! They're all doing it. Doing what? Indica, went in the men she wanted most to attract—a thing the like old fashioner agers! They're all doing it. before entered her mind.

Surging, irresistible power lives in the bigger

you up the stiffest hills. Power that fascinates you! Action and energy that give you confidence wherever you dri

"Yes, I know I worked hard today, but remember, I use a that makes all the difference in the world. I made up a forty-page report for the executive committee today. It in-Here between the Mediterranean and the Pyrenees, is a little group of arrisans who dedicate their lives to the fabrication of fine things who have created by the fabrication of fine things who have created by the fabrication of fine things who have created by the fabrication of fine things who have created by the fabrication of fine things who have created by the fabrication of the fabrication of fine things who have created by the fabrication of the fabrication of

YOU ARE bound to be happy with a Happy in the very beauty of it-in the silky action of it-in

Nothing more surely manifests the excellence of materials, workmanship and style in the footwear of the well-groomed man than visible eyelets.

The Most **Precious** Perfume in the World

Pepsin Gum

keeps you poised"and keen—its daily use is

The young bride waves
ber bandkerchief as the
car drew away from the
bost of well-wishing
friends.
"Stop waving, darling," said the bappies
man in the world. "I
want to look at you
you never seemed so beautiful as you do right
now!"

New Life to Hair er most becoming of of art mode by hand from Tropical Tree

That's the insidicus thing about halitosis (unpleasant breasilf, rarely know when you have it. And weap your closest friend nutty, suggestin; wondering how a lamp can be made so charming artistic, and yet clamp, hang and adjust every way. of Industry Have "No, Bob, let's not go home. I'm not a Tired Business Girl.

> It isn't just "front." They are in a position to do without "plate glass and mahogany" if they want to. But Then you'll understand why this already famous quality light six is literally revolutionizing modern car

Luxurious Offices

A New Beauty Cream

From Paris

that will change the complexion of the world

Two-Day Meet in Chicago Brings Sales Executives from Many Cities

Prominent Speakers Discuss Problems of Marketing at Spring Convention of Sales Executives Division of American Management Association

OMPENSATION and training salesmen, sales conferences, budgetary control, use of sales manuals, and poster advertising were some of the topics discussed and treated at the convention of the Sales Executives' Division of the American Management Association held April 10th and 11th at Chicago and attended by nearly two hundred sales executives from all parts of the country.

This was the first national meeting of sales executives since the merger of the National Association of Sales Managers and the American Management Association. During the convention announcement was made that C. K. Woodbridge, president of the Dictaphone Corporation of New York, would succeed John H. Stevenson as vice-president in charge of the Sales Executives' Division of the American Management Association. Mr. Woodbridge was formerly president of the National Association of Sales Managers, and one of the organizers of that association.

Speaks on Research

K. K. Bell, vice-president and general manager of the Calumet Baking Powder Company, presided at the first session and introduced Vice-President John H. Stevenson who explained the work and aims of the association and told of the benefits to be derived from cooperative research in sales management. He pointed out how sales managers could find the solution of many of their problems by the mutual interchange of ideas and methods. The five-year research program of the association was thoroughly explained by Mr. Stevenson, who said that it was the purpose of the association to gather and disseminate "practices and not fundamentals."

R. B. Flersheim, general sales manager of the American Radiator Company, made an able address on "Research Within the Company," explaining the entire research program of the American Radiator Company and illustrating his address with a number of interesting lantern slides which graphically pictured the results that had been obtained through a systematic research program. Mr. Flersheim showed how his company had been able to level the sales and production peaks throughout the year, as a result of the steps taken after the research department had found out what it cost to manufacture and carry vast stocks of reserve merchandise for the peak seasons.

After Mr. Flersheim's address the session was adjourned for luncheon with the Advertising Council of the Chicago Association of Commerce. A feature of this luncheon was a full sized twenty-four sheet poster board which was erected in the ballroom of the La Salle Hotel, and on which two billposters industriously posted one poster after another. Professor F. A. Oust, of the University of Wisconsin, talked immediately after the luncheon, and was followed by George H. Williamson, president of the Williamson Candy Company, who told how his company used poster advertising in its campaigns to sell "Oh Henry" candy. Mr. Williamson explained how poster advertising was used in conjunction with newspaper advertising in the various markets they have entered since they began advertising "Oh

Training of Salesmen Discussed

W. W. Charters, director, Research Bureau for Retail Training, University of Pittsburgh, addressed the first afternoon meeting on "Principles and Methods of Training Salesmen." Mr. Charters stressed the fact that in any organization of two hundred men it was unnecessary to go outside of the organization to find the best and most successful answers to all objections which might be raised by prospects for any product or service. It was found, during his studies in Pittsburgh, that all the answers to

any specific objection can be found from interviewing thirty salesmen. Time after time he found that after thirty men or women had been interviewed, the answer invariably duplicated the answers already given by some other salesman.

In compiling a training program or manual for salesmen, Mr. Charters explained that only four general divisions or headings were necessary—the use of the product or service, the construction, the talking points and the objections. From this start he explained how all the necessary features of any training plan would fall under one of these four general headings. He has found that the best results from training salesmen come first from a study of the theory, then the practice under supervision, then correction, and further practice. He was emphatic in pointing out that salesmanship could never be learned in a classroom, without actual practice in the field.

The Sales Conference Problem

C. T. Anderson, assistant to the president, Safe Cabinet Company of Marietta, Ohio, made an address at the Thursday afternoon session on "Holding Sales Conference," and if the applause and attention of the audience may be judged as a measure of the helpfulness of this talk, it was probably the most highly appreciated talk of the first day's meetings.

Mr. Anderson pointed out the relative advantages and disadvantages of the small and large conference or convention and from a wealth of experience in managing conferences and conventions, gave many helpful facts concerning sales conferences.

R. R. Deupree, general sales manager of the Procter & Gamble Distributing Company, and Archer Wall Douglas, chairman on business standards and statistics. United States Chamber of Commerce, were the speakers at the dinner Thursday

(Continued on page 986)

Dear Sir

Our recent letter called to your attention your account which shows a past due balance of \$---, and saked that you let us have check by the first of the month.

Failure to receive your check does not decrease our confidence in you, as we are sure there was some good reason preventing you from complying with our request.

There are times, we know, when a fellow has to take "his turn", but this account has been on our books for some time now and we trust you will consider it now "our turn".

We wish to extend our thanks for this courtesy,

Yours very truly,

FRIEND of mine almost bought a business the other day, but didn't. The reason he didn't was he had a firm of auditors come in and go over the books. Among other things they made an analysis of the accounts receivable, showing just what portion of them were over six months old. The auditors recommended that a reserve against profits should be set up to cover this amount, as it was their experience that very few accounts which had been allowed to drag for more than six months were profitably collectible. In other words, they figured that the buyer would have to spend almost as much in money and time in trying to get this money, as the money he would collect, and recommended that a corresponding amount be deducted from the purchase price. The seller couldn't see it that way. and the deal never went through.

Using the Selling Idea

I am willing to bet a suit of clothes that ninety per cent of that money could have been collected when it was due, if sales methods instead of credit methods had been used. The trouble with most business concerns is they can't get into their heads that collecting money is nothing more or less than selling the debtor on the idea of paying your bill before he pays some other bill. Of course, there are some buyers who are penniless, and without even enough money to pay their personal living expenses, let alone their just business bills; but these as a rule don't get by the credit department, or if they do, they shouldn't. Most of the people who owe you money are paying some bills every week. Not having enough

Coaxing Letters for Stubborn Dollars

By Cameron McPherson

"What have collection letters to do with sales management?" you will probably ask after reading the head on this article. For one thing collecting money is a selling process. It takes just as much salesmanship as getting names on the order blank. It is up to the sales manager to see that all accounts are "collected up" because close collections make for more sales.

money to pay all their bills when due, those which seem to them most urgent are paid first, and the balance paid as funds permit. I am passing up the few who deliberately try to beat you out of your money, because they are in such a minority, they are not worth taking into consideration in your collection plans.

To translate your collection problem into selling terms, you are in the position of a manufacturer of cash registers. Every merchant intends some day to have a cash register when he gets the money, just as your customers expect some day to pay your bills when they get the money. If the cash register people contented themselves with writing these merchants an occasional letter and asking them to please buy a cash register, since they had some unusual expenses to meet this week. there wouldn't be any cash register industry in this country today.

Because the merchant would never get so much money ahead that he would feel like separating himself with four or five hundred dollars to buy a cash register. He has to be made to want a cash register, more than he wants a new counter, more than he wants a new store window, more than he wants anything else in the world. When he has been made to want it that bad he buys. And in the same way when you have made the man who owes you money want to pay your bill, before he pays the rent, before he pays the hundred and one others whose bills must some day be paid, he will pay it. It is just a matter of creating the want. And creating the want is a selling affair. Very few credit men have the faintest conception of what it means. It is absolutely counter to their conception of how to get in money. It is too "soft" for them. It doesn't pack a wallop.

Many concerns whose sales letters have long since been culled of stock and stereotyped phrases are still sending out credit letters, the major portion of which are a mere collection of time-worn phrases; the gist of most of these phrases, when boiled down and stripped of useless verbiage, is nothing more than a complaint that the debtor hasn't answered the previous letter or paid any attention to the invoices or statements sent out. Why remind

Gentlemen:

Is there any sentiment in business?

Bome may no, others yes. You know there is, as well as we do. However, business can be made a pretty cold proposition easily enough. Step into the office of any concern and ask the bookkeeper to show you his ledger, --ti's debits and oredits, debits and oredits. If you carry charge accounts, your books show up in the same cold manner.

But back of all this is the world of business, merchants buying and selling, people buying, everyone paying bills. Really the important thing to you as well as to others is the paying of bills. If others don't pay you, you can't pay us; if you don't pay us, we can't pay others—and so it goes.

But fortunately almost everyone pays because he looks at the issue from all sides. As we in turn try to consider all sides, we know that you have had some good reason for not paying your past due account with us. Ecower, it now seems that we should receive a payment on this account. We believe that we are nothing less than fair even though we close our letter with, "May we have your check for \$--- now?"

Yours very truly,

a debtor of something he already knows? "Not having heard from you," "we can't understand why no attention is paid to our letters," "our repeated requests for a remittance to cover enclosed account," and other similar phrases do not advance any reason for paying the account. They do nothing more than nag the customer; and to nag is just another way to irritate.

In revising a set of collection letters be sure and rid them of this nagging tendency if you would increase their pulling power. The letters that make him say, "Well, now there's a fellow whom I like to pay up in full," are the ones which are written with the idea that the debtor is a real human being, possibly sorely pressed for ready cash—slow, but honest, and in need of only a tactful reminder to win a check. There are so few of these letters that time spent preparing collection letters with a genuine sales slant will not only be repaid in bigger collections, but in added good-will.

The Judicious Use of Humor

Humor, when it is genuinely funny, and when there is some direct hookup with the request for payment, may be employed sparingly with good results, but it should be remembered that a collection letter isn't likely to be at all humorous to the recipient—and if the humor, or alleged humor, doesn't seem humorous to him the letter will do more harm than good.

Here is part of a letter which strikes a man-to-man note, and which recalls an experience which practically every man has had at some time in his life, yet its very tactfulness, and its pleasantly reminiscent tone has been found unusually effective in turning past due accounts into something the banker will add up on a deposit slip. The letter follows, in part:

"You probably have had the experience, especially when you were in school, of loaning a small sum to a friend which was to be paid back 'one day next week sure.' Then next week you didn't happen to run across the borrower. Finally when you did meet him coming down the street he found it convenient to step in a store before you came along or perhaps 'duck' down a side street. He didn't have the money, or it wasn't convenient to pay, but in-

stead of facing you he preferred to dodge you. Didn't you sometimes wonder why he didn't come right up to you and say, 'Now look here, old fellow, I'm sorry I can't pay that little loan, but don't worry—I'll have it in a few days'?

"That would have put an altogether different light on the matter, wouldn't it? We are in just the same position—we sometimes wonder why you don't write and tell us why you don't pay that little balance of \$39.65 which our books show you owe us. If there is anything wrong we want to make it

Pass this Issue Along!

On pages 902 and 904 you will find a convenient summary of all articles in this issue, classified by subjects. Under the heading, "This Issue at a Glance," SALES MANAGE-MENT contains this feature every month.

When time is limited this will enable you quickly to determine the articles which will be of interest to the various members of your organization, and will provide a convenient manner for calling attention to pertinent subjects.

right. We want your future business—perhaps you need some fill-in stock right now. Here's a suggestion—make out a check for \$39.65 right now and mail it to us in the enclosed self-addressed envelope. Then you'll have it off your mind. And if you need any of our products tell us what you need and shipment will be made promptly."

Another letter addressed to merchants was found successful by a small wholesale organization selling to small town retailers. Like the letter just quoted, it successfully reminds the recipient of how he would feel if the shoes were on the other foot,

"Did you ever have a good customer run up a bill in your store and then suddenly stop buying? Usually he forgets not only to pay his account with you, but he goes elsewhere to trade. You perhaps have seen him going into competitors' stores. Didn't you feel as if you were entitled to your money before he started buying elsewhere?

"We have had that experience. It makes us wonder why you haven't

sent us a check for the balance due on your account, because you have been passing us up lately. Wouldn't you like to see that little balance cleared up or at least know that you have explained things to us?

"The quickest and easiest way is to send us a check. If there is any reason why you shouldn't do this, I know you will not blame me for wanting to know the reason, because you'll realize that we don't want to lose any customers, any more than you do; if there is anything we can do to straighten things out. I'm enclosing a self-addressed envelope so all you'll have to do is to sign the check and mail it to us."

The average collection letter is written from the viewpoint of the man who is trying to collect the letter, and not from the viewpoint of the man who owes the bill. It may be true enough that you are entitled to your money, that it isn't right for the debtor to ignore your letters, or that you have completed your end of the bargain and are now perfectly right in feeling disappointed in not getting your money. Nothing irritates us more than to be reminded of our shortcomings-even our best friends hesitate to mention them to us-so why should we expect a prospect to be seized with a great urge to pay us when we merely remind him of his shortcomings in one letter after another?

Making Letters Ring True

Many clever "stunt" letters have been used successfully in collection campaigns, but like humorous letters, they are sometimes so clever the buyer decides to put you off until he has paid some more insistent creditor. Use "stunts," humor, threats, and nagging letters sparingly-make each letter ring true, so it sounds as if you were right there talking with the man who reads the letter. Use plain everyday business English, and above all do not "hope to be favored with an early remittance to cover account past due." Can you imagine a man talking like some collection letters read? Then stick to the plain friendly letters-mind you, I wrote friendly, not mushyand collection worries will eventually get down to the point where they are the least of your troubles. But do it systematically, tactfully and steadily.

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The Rickenbacker Plan for Breaking in New Territory

Key Cities in Coast to Coast Strip Basis of Unique Plan for Attaining World Wide Distribution in Five Years

By Captain E. V. Rickenbacker

Vice-President, Rickenbacker Motor Company, Detroit

Putting a new car on the market nowadays is no small undertaking. Production has been so perfected and standardized that it is no longer a problem of any moment. You can get a number of production men who will produce anything you want, the way you want it, and in any quantity, but where to get men who are capable of selling the product is the big problem.

When the Rickenbacker Motor Company was formed, late in 1921, we realized that our chief problem was to get distribution. We had no desire to get into quantity production of a price product, but we did wish to get started as quickly as possible and to build up to a respectable figure—say 50,000 cars a year. We therefore prepared a schedule which called for a world-wide distributing organization, disposing of 50,000 cars a year, to be perfected within five years.

"The Highway of Progress"

Developing this distributing organization was to be progressive and systematic. To begin with, we chose a strip of territory, roughly 500 miles wide, right across the country, from Boston and Philadelphia on the east to San Francisco and Los Angeles on the west, which I have called "The Highway of Progress," and appointed distributors in twenty-five of the leading cities.

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We chose this strip of territory for our initial operations because, in our estimation, it is the wealthiest, most progressive, most highly developed, most thickly populated part of the country. It is the highway traveled by visitors from other countries and many of its inhabitants travel abroad. Naturally, if our product was well and favorably known in this territory, those who traveled through it or from it would

carry the news, thus preparing the way for us when we became ready to reach out further.

We anticipated a production of 5,000 cars the first year and we expected twenty-five distributors to be able to dispose of them. This program was adhered to, notwithstand-



Capt. E. V. Rickenbacker

ing the fact that we had many more applications than we could accept.

This took care of our distribution until the fall of 1922, when we entered upon the second stage in our schedule by adding distributors in other first class cities in The Highway of Progress, encouraging our old distributors to appoint associate distributors in the smaller cities, and spotting the larger cities north and south of the Highway for future operations.

One year later, we entered upon our third stage when we closed in the remaining cities of 5,000 and over in the highway, started our distributors north and south of the highway to appointing associate distributors in their territory, and sent representatives to Continental Europe, South America, and the Orient to organize the capitals of the different countries. We also entered Canada last fall, establishing seventeen connections in the capitals of the provinces and in leading cities.

At present we are centering our efforts on closing every city of 5,000 population in the Highway of Progress and organizing the first-class cities (25,000 or more population) north and south of the highway. This will occupy the remainder of the current year.

By 1925, we plan to have completed the highway and to be ready to close the smaller cities in the territory, north and south, and in Canada. By the end of that year, we expect to be represented in seventy-five per cent of all cities of 5,000 or more population in the United States and Canada and in the principal foreign cities of the world.

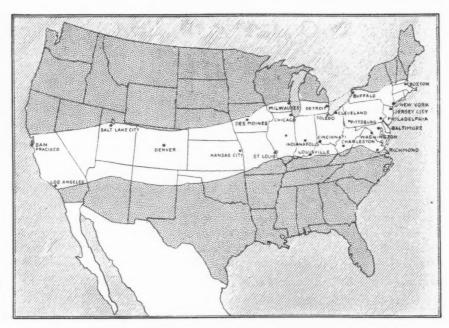
The following year will be devoted to establishing connections in towns of 2,500 to 5,000 population and to improving our representation in the larger cities.

The Selling Program

Our original schedule called for world-wide distribution, through an organization of 300 distributors, 1,200 associate distributors, and 2,000 dealers, in five years' time. At present we have 102 distributors, 700 associate distributors, and about 300 dealers, including accounts in Canada and sixteen foreign connections, and are about eight months ahead of schedule.

Production has followed distribution and there has never been a day since we entered production when we could not have sold more cars than we had to sell.

We have not stopped with appointing distributors and telling



The white strip across the map shows territory selected for initial operations of Rickenbacker distribution plan

them to go out and sell our product. We have realized from the first that our own success depends directly on the success of every one in our employ, from the humblest factory worker to the biggest distributor. Selling, we believe, begins in the factory. We therefore keep our factory employees apprised of what we are doing and endeavor to make them appreciate the fact that they are skilled artisans, producing a product on the performance of which their success as well as ours depends. We never publish an advertisement in any medium that we do not also distribute among our men in the factory.

Cooperated With Distributors

We have realized, too, that if we help our distributors make money, they will make money for us. We have therefore kept in close touch with them at all times and have gone to perhaps greater lengths than most motor car manufacturers in cooperating with them.

Our distributors and dealers were asked to introduce a product that was untried and unknown to the public, in competition with scores of similar products that had years of reputation, large capital, and highly developed distributing organizations behind them. Yet there have been but three changes in our distributing organization, and these were caused by distributors selling their franchises.

Last year I made three trips across the continent, calling on our

distributors and threshing out their problems with them. I held meetings with the service men, with the salesmen, and with the distributors, telling the service men of improvements in our product and of the kind of service we want Rickenbacker owners to have; talking to the salesmen on mechanical construction and on our conception of the best methods of selling; discussing financing, analyzing territory, cooperating with dealers, and general business conditions with the distributors.

Rickenbacker Advertising Policy

We have an advertising manager to bring prospects into the sales-room; we have a sales manager to help sell them, and we have a finance manager to help the distributor keep the money when he gets it. The duties of this finance manager are to advise our distributors on ways and means of financing, keeping his books, and any details that involve merchandising.

We don't ask any distributor or dealer to advertise, although practically all of them are good enough merchants to do so of their own accord. We don't go to them with any kind of cooperative advertising scheme, but we assume the expense of advertising up to a certain limit in every city where we have an active dealer.

By assuming the entire burden of advertising, we are privileged to say what we want to say, when and where we want to say it. We don't have to persuade our distributors to cooperate with us by bearing a part of the expense of advertising at a time when he doesn't think it would pay to advertise.

As a result, we have proved that we can overcome the seasonal nature of the automobile business and can regulate our production and sales. The first three months of the year are considered "dead" months by almost every one in the industry. We maintain that this period of depression can be overcome, and we determined to test our theory by advertising more heavily than usual during this period.

A "Progressive" Sales Cost Plan

Our minimum production program for the current year calls for 15,000 cars, and we determined to spend a certain sum per car for advertising. Furthermore, we would spend, say, a third of our appropriation during the first three months, for the sake of selling a third of our quota during that time. If this proved successful, we would then use a second third of our budget for the second quarter, when, with the cumulative effect of the heavy advertising already done, we should be able to sell fifty per cent more, or 7,500 cars. Then if by using the last third of our budget during the third quarter, we could get even fifty per cent of our summer business, or 3,750 cars. Altogether we would have sold 16,500 cars, or 1,500 more than our quota for the entire year, in three-quarters of the year. We could then well afford to make an additional appropriation for advertising during the last quarter to sell another 3,500 cars, making our total for the year 20,000 instead of 15,000. This, it will be seen, was a very conservative program for all except the first three months.

In undertaking the project, we felt that if we could stimulate the buying public and our selling organization to the extent of increasing our sales during the first quarter even fifty per cent over the corresponding period of last year, it would be a success. The results equalled our fondest expectations. Our sales for the period so far are well over 100 per cent more than for the same period last year, and some of our distributors sold more cars this February than in their best month last year.

A Letter that Welded Our Advertising to Our Sales Plan

By Joseph Ewing

General Sales Manager, Phillips-Jones Corporation, New York, N. Y.

The following letter, with the salutation using the salesman's first name, was sent out by the Phillips-Jones Corporation, New York, makers of Van Heusen collars, to sell their salesmen the idea of getting every ounce of selling power out of the new advertising portfolio. The letter was prepared as a personal message to each man, and practically every man on the selling force answered it, discussing the various angles of solicitation embodied in it, and asking further questions about the use of it. The letter shows how the entire selling plan of the Phillips-Jones Corporation was based on the company's advertising.

WANT you to get out your new advertising portfolio showing our 1924 advertising campaign and let's you and I go over it to-

gether just as you are expected to go over this time and again with the merchants you will call on.

First of all, isn't the book impressive looking? Hasn't it a very attractive cover? In addition to being attractive, it is serviceable. It won't soil like the book that we had last fall and it will look just as fresh and nice at the end of the season as it does today.

Before we get into the book itself. I want to get one idea into your head and that is this: That this book was gotten out at an enormous expense for a definite, distinct purpose and that purpose is to sell more There's no goods. "bunk" about what I am going to tell you, because if it were "bunk," it wouldn't register for I know this method of selling goods does register and it sells.

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I am not at all satisfied with the volume of Van Heusen collars you're selling; but I am not sure that it's all your fault. Perhaps you haven't had the tools or the training to move the volume you should

move. This portfolio is the finishing tool to your kit. It is the magnet that draws the dollars in the form of better and larger orders.

We asked each man to sit down and go through the portfolio with us just as if he were at the desk of one of the company executives

I don't know about your case (I will know pretty soon, however) but I do know in many cases our salesmen have simply been going into stores and taking fill-in orders without making any effort whatso-

ever to increase the number of styles of our collars in those stores. It seems some of the salesmen haven't got the nerve to go up and

> look the proprietor in the eye and talk "cold turkey." I appreciate that some stores look big to some of our salesmen. Some concerns are rich but I also appreciate the fact that there is nobody in the men's wear trade any bigger or any richer than the Phillips-Jones Corporation, and "between you, me and the lamppost" I don't believe you know of anyone in the men's wear trade who has put over a bigger success than our company with the Van Heusen collar.

Now, this book has got to be shown. It is more important than collar samples although the collar samples must be used in conjunction with it. It is more important than any other job you can do; for when you are going through your talk with the merchant, this book will act as a pivot

around which your entire drive will revolve.

Now, I am going to give you my idea of a real sales talk, so here goes! You call on the merchant. You get hold of the buyer or the

department man and say to him: "Good morning, Mr. So-and-So. May I have your attention for a moment? I want to show you just how I can multiply your last year's collar business by five, and if we play ball together, it may be multiplied by ten.

"Before I show you my proof, let's work on this thought: You use your collar department primarily to render service and to attract to your store prospective customers for all of your other merchandise, anticipating they will make your acquaintance, will like your store and will become permanent customers of yours.

Talking Profit to Dealers

"If we keep that thought in mind, you will check up with what I am going to show you. Here, Mr. So-and-So, is the magnetic power that will increase the number of times your door opens and the number of people who enter your door. This is the complete advertising program on the Van Heusen Collar for the first six months of 1924."

Turn to page two.

"On the second page, you see this heading, 'Economy. We said it—and every collar-wearing man listened.' Now, read these two pages to your customer. Read them carefully.

And remember, if you please, that every single merchant is interested in profits and not new collars, so politely take his time to go over this book.

Turn to page four.

"'How to hitch the most powerful collar campaign in history to your cash register.' Here, Mr. So-and-So, is the tie-up that makes your door open. Here's the wonderful driving force that we are putting back of making your collar department an oasis around which the travelers of the country will gather.

"Mr. So-and-So, the next few pages represent the way we are directing our advertising and I want you to notice them.

"You see, the February 9th advertisement. We talk about the Van Fame collar because the Van Fame collar ideally fits certain types of men.

"And your collar department must give service to several types of men because God made several types of men. If you don't cater to all of your citizens, how can you define just which citizens you will cater to?"

You notice how attractively we have dressed up our advertising with a very beautiful illustration. You notice how we give a short talk on our collar, then we emphasize the trade-mark. Then around the border, how we bring out several styles of collars because we want to show our customers and our good friends throughout the land that we've done our part to serve them and that we are going to help you to serve them. Now, here's the big point I want to bring home to you which we have in these paragraphs, and which comes under the heading, "It all comes out in the wash." Read these paragraphs through and when you get down to the first paragraph in the second column, emphasize the words in italics, "Shirts and ties last longer when they are not frazzled and ruined by destructive saw edges.'

One Line Sells Another

"Mr. So-and-So, you will note the point we are driving at, and the object behind this stupendous advertising campaign is the fact that better shirts and better neckwear can be sold to Van Heusen collar buyers for the reason they know Van Heusen collars will not wear them out so quickly. This means we are going to drive customers into your store for Van Heusen collars who will not rebel at the prices on your better grade shirts and neckwear, knowing Van Heusen collars extend the life of both shirts and neckwear.

"You know, Mr. So-and-So, it doesn't cost you any more to sell a \$3.00 necktie than it does to sell one at fifty cents. Yet your gross business has increased six times. It doesn't cost you any more to sell a \$4.00 shirt than it does to sell one at \$2.00 while your gross receipts have doubled.

"On the next page, you see the Van Dort mentioned—one of our most popular styles. Then you notice in all the advertising we say, 'Twelve Van Heusen Styles.' We bring the man into your store who formerly went into a store that carried only two styles, and who sold a Van Heusen style that did not suit him and who felt there was never a Van Heusen style made to suit him; so that now when he

sees this advertisement, and all of the subsequent advertisements with the twelve Van Heusen styles mentioned, he is going to add his buying power to the multitude we are helping to bring into your store. Again, you see a display of collars shown. The next advertisement announces the new spring collar—the Van Glow. I will show this collar to you in a very few days. It will appear in the space where the man with the pipe now appears, as the art work was not ready when this book was gotten up.

"One more thing, Mr. So-and-So, notice that in every single advertisement we mention the Van Craft shirt. The sale of this shirt has been so great that we appreciate the fact that hundreds of men liked the button-down soft collars and like an attached collar for sporting purposes and college boys like them for regular wear, but there has been so much antagonism to the sloppiness of the soft collars that the Van Craft has been capturing more and more of this trade every day."

Now, I could go on with these advertisements, bringing up each point, but I couldn't give them to you any clearer than the footnotes at the bottom of each page under the advertisement. Read these over, study them carefully and then talk the points they bring on as you turn over each page of the book.

Checking Up the Salesmen

After you have reached page fourteen and have read the last of the "Saturday Evening Post" advertisements of this first series, you come to page fifteen and this page emphasizes additional magazines which are carrying the Van Heusen story.

On the next page (21), comes the little collar catalog which every single clerk in every single dealer's store in your territory should have. And, believe me, I am going to see that these clerks have them, because two weeks from now I start on a trip over this country that will take me from coast to coast and from the Gulf to the Great Lakes, and I am going to drop in to see merchants unannounced, and I am going to ask the clerks to show me their catalogs of Van Heusen styles. I am going to know how the Van Heusen salesman, and you, particularly, are cultivating the

(Continued on page 993)

Will the Present Crusade Strengthen Outdoor Advertising?

By Eliminating Some Abuses of Billboards Current Agitation will Probably Increase Effectiveness of Outdoor Advertising

By Cheltenham Bold

AVING accepted what you might call a roving commission from the editor of "Sales Management" to discuss the "forbidden" subjects in connection with advertising, a few remarks are in order concerning billboards, and

outdoor advertising in general. As you have probably noticed, there is under way one of the periodic "crusades" against this form of publicity, and a good deal of interest-and apprehension - has been stirred up by the organized drive upon outdoor advertisers.

I am told that the outdoor advertising interests are somewhat worried this time, and I wouldn't be surprised if it were true. If enough people can be persuaded that the billboard is a blot on the landscape and an aesthetic nuisance, Othello's occupation is gone. And when a movement has gone far enough to get such concerns as the Standard Oil Company to announce publicly their intention of falling into

step with it, it can hardly be ignored by those who stand to lose most by its success.

Now there isn't a doubt in the world that outdoor advertising, under proper conditions, is a valuable aid to business, and under proper restrictions it is totally inoffensive. Outdoor advertising per se is no more objectionable than any other form of commercial announcement. All that is required is a decent respect for the rights and the feelings of others. The great majority of outdoor advertising con-

cerns, and outdoor advertisers as well, appreciate this fact, and try to live up to it. But there is a type of mind that would rent space on the sides of the Grand Canyon, and splash the merits of a bedbug eradicator on the headwall of Tucker-

heaval is not at all likely to "put the billboards out of business," in my opinion, but it is a fair indication of what may some day happen if the privilege is abused.

The more hard-boiled among the brethren have stood pat for many

> years upon the contention that a lease for a billboard site is a private contract, and since laws that abrogate contracts are unconstitutional, "what are you going to do about it?" That, however, is not the point, whatever may be the merits of the legal theory. The point is, that if outdoor advertising is made offensive and disagreeable to any considerable section of the public, it will cease to pay advertisers to use

Don't imagine, either, that outdoor advertising stands alone in this. The same is true of all forms of advertising, without exception. Advertising that is offensive, or over-obtrusive. or deceptive, or misleading, not only ceases to be profitable in the

course of time, but reflects upon all advertising. This was clearly recognized in the movement against fraudulent advertising, inaugurated by "Printers' Ink" in 1911, and carried on later by the Associated Advertising Clubs of the World. It was a movement not merely to put the frauds out of business, but to protect advertising as a whole from loss of public confidence. Outdoor advertising, it seems to me, is confronted with a similar problem, in that it must protect itself against the few, comparatively speaking,

Hear Uh. Ropley: Perhaps some of the expert analysts can solve the "mystery".

Cheltenham Bald

DERHAPS it's just about time for us to stop this "Cheltenham Bold" kidding. So many readers insist that we divulge the great secret that we are no longer able to resist. Several months ago more than a hundred readers showed aptitude in judging the characteristics of four salesmen whose pictures we reproduced in these pages. We hope that even more have the ability to read handwriting and can tell from the above sample the real name and connection of the esteemed "Mr. Bold."

Next month we will still further simplify the mystery by printing Mr. "Cheltenham Bold's" photograph.

> man's Ravine, if such were possible; that can see in the Dome of St. Peter's or the pyramid of Cheops only so much advertising space that is going to waste.

Eternal vigilance is needed to keep this species out of outdoor advertising associations, and to see that it does not foul the nest of the legitimate and respectable outdoor advertisers. To a certain extent, I think, both parties have been careless in this respect, and have allowed their zeal for profits to outrun their discretion. The present upwho insist upon the abuse of it.

Just how it is going to be accomplished, I don't know. It is a difficult problem to solve, for a host of reasons. And I think that advertisers ought to understand the difficulties, simply because it is going to be largely up to them to determine whether the better class of outdoor distributors shall dominate the situation, or whether the minority shall be allowed to spoil the whole barrel of apples.

In the first place, I think there was wisdom and foresight enough among the organizers of the Outdoor Advertising Association, and the subsidiary Associated Billposters & Distributors, to have taken care of the situation reasonably well, if they had been able to function. Many of the men who organized the industry appreciated the situation, and saw the storm coming. I understand that it was one of the primary purposes of the organization to restrain the ardor of those who would erect a breakfast food sign in the foreground of a waterfall, and cut off the view of the eternal hills with an injunction to buy somebody's soap.

Up to Advertisers Themselves

But the organization promptly fell foul of a complaint under the antitrust laws; there was a Government prosecution for restraint of trade, and it proved the part of wisdom not to bear down too hard upon the rebellious element. It is difficult to see just how the industry can succeed in avoiding the Sherman Act on the one hand, or the well known Federal Trade Commission on the other, if it attempts by combination or agreement to force individuals to forego profits.

And if the situation cannot be handled from the inside, it is equally difficult to see how it can be handled from the outside. Restrictive or prohibitive legislation has been proposed from time to time, and has always run full tilt into the constitutional provision against impairing the validity of contracts.

Furthermore, there is the practical impossibility of defining in precise terms just what it is that is to be prevented or prohibited. It always remains purely a matter of individual opinion as to whether or not a given advertising sign is offensive. You may say, if you like, that

outdoor advertising should be restricted to "commercial locations," but just what, if you please, is a commercial location? The difficulties along this line are obvious enough to need no particular emphasis.

In short, it is my opinion that outdoor advertisers ought to realize that it is largely up to them to preserve the value of their medium. They ought to line themselves up squarely in support of the established outdoor advertising companies that are observing the public interest, and discountenance those who are careless of the rights of others.

They ought to satisfy themselves, a good deal better than many of them do, as to the "locations" that are offered them, and consider not merely the volume of circulation, but the probable mental attitude of the individuals who compose the

circulation. Especially they ought to discourage the "wild-catter," the local sign-painter, and the variegated tribe of bill-stickers and highway litterers generally.

The whole thing boils down to this, in the end: that advertisers cannot afford to make a nuisance of themselves, and outdoor advertisers are in the best position to do precisely that. You may hold what opinion you please as to the merits or the strength of the present movement against outdoor advertising, but this much is certain—that the public can always protect itself against those who offend its tastes or its comfort. If outdoor advertisers, or the outdoor advertising industry, cannot succeed in exercising self-restraint, the public can be trusted to take the situation out of their hands. And the public will not discriminate to any noticeable extent between Tweedledum and

St. Louis Sales Managers Discuss Preparation of Route Sheets

"Salesman Prepare the Route Sheet?" was the topic of a recent meeting of the St. Louis Sales Managers' Bureau.

J. S. Malone, sales manager, N. O. Nelson Manufacturing Company, expressed an opinion strongly in the affirmative.

"Most emphatically, I say the salesman should prepare his own route sheet. When a salesman has been assigned to a territory, to my mind, it is as if he were set up in business.

"This policy gives the salesman an opportunity of showing what is in him; gives him an incentive to do more by making him feel that the responsibilities of developing the territory are placed upon him. It gives him the greatest opportunity to use his own mind. It enables him to get into points in the territory where the house is not able to direct him. It is impossible for the house to keep in as close touch with conditions in a territory as the salesman who has a certain small field of work assigned to him.

"I think it well for the house to keep check on the salesman's route, as possibly some important point in the territory may have been neglected."

R. W. Haege, sales manager, Wesco Supply Company, told of the plan his company uses in checking.

"Our men send in route sheets every Monday morning," he said. "Then their reports are checked up with the itinerary. In addition we put tacks on a map to show where they have been, different colored tacks for each week. At the end of three months you see some surprising things."

Mr. Haege also pointed out some of the advantages to the plan of allowing a salesman to route himself, among which were the development of initiative, the use of a salesman's knowledge of local business conditions, the flexibility of movement made possible, and the advantageous use of train connections.

B. B. Cannon, regional director, The Glidden Company, told of the necessity of the company's routing the salesman when he is in new territory, and the necessity of a checkup to keep salesmen from making only the agreeable towns.

The Same Appeal

will sell your product in a dozen different countries

ARE racial differences of character, of buying power, of habit so great that the advertiser must find a new appeal for every country where he sells his product?

Our experience goes to show that an appeal which is fundamentally right in one country will, with minor changes, be good in other countries as well.

The reproductions shown illustrate how we have presented the same basic idea to the women of several European nations. This campaign featuring the cleanliness of Sun Maid Raisins is drawing a universal response from the housewives of England, France, Belgium, Holland, Denmark, Sweden, Norway, Finland, Russia, Germany, Esthonia and Iceland.

Through our office in London it has been our privilege to help build up sales in Europe for a number of our American clients, among them Sun Maid Raisins, Libby, McNeill & Libby, Swift & Co., The Northam Warren Corporation and The Odorono Company.





J. WALTER THOMPSON COMPANY

Advertising

NEW YORK

CHICAGO SAN FRANCISCO BOSTON

CINCINNATI

LONDON

TWO NEW OFFICES

UPTOWN NEW YORK

247 Park Avenue at 46th Street

This is in addition to our Headquarters Office at 61 Broadway, New York.

CHICAGO

6 North Michigan Avenue

These two new offices have been established in order that we may maintain with our clients in these sections the close personal contact which we consider so fundamental to thoroughgoing advertising service.

A"National" ADVERTISING AGENCY



McCANN Company Offices in these eight great marketing centers give us intimate knowledge of regional markets, keep us in touch with clients' branch houses and distributors, and thus make McCann Company Service truly "National" in scope.

THE H. K. McCANN COMPANY

When Your Sales Contests Begin to Lose Their Kick

Three Sales Managers Tell How They Find New Ideas That Recharge Worn-Out Sales Contest Plans

By Roland Cole

"NE of the best places to look for sales contest ideas," said a sales manager who has had many years of experience with contests and still uses them, "is on the inside of a salesman's head. This was brought home to me in a way I will never forget.

"I had originated what I thought was a big idea for a sales contest, one time several years ago, and I had worked out the details with great anticipations of success. The idea came to me from the dimenovel reading days of my boyhood. It was an Indian Hunt. Each salesman was named after some famous scout, like Buffalo Bill, Cherokee Sam, Montana Mike, Pawnee Bill, Comanche Jake, Daniel Boone, and so on. Points were scalps. The scalps were crude affairs made of cheap leather, and when a man accumulated a certain number of points, we mailed him a scalp. There were several prizes for the greatest number of scalps, the next greatest number, the third, fourth and fifth.

One Salesman's Reaction

"About a week after the Indian Hunt started I called on one of our new men, a young Englishman, who had been with us only a short time and whose name had not so far appeared in the early returns. He wasn't interested enough in the Indian Hunt to know it was going on. I asked him why. He said he couldn't understand it. It seemed rather disgusting. He sincerely hoped no scalps would be sent to him.

"'But you believe in having a contest, don't you?' I asked him. 'No,' he said, he did not. It was undignified. He did not like the idea of working for a special reward. It hurt his pride to think the company believed he would not put forth his utmost efforts unless a prize was held out. No argument I could ad-

vance had any effect in changing his point of view. He maintained it seemed like a cheap trick on the company's part to increase sales, the final result of which would be a lowered standing of the salesmen who made good showings in the contest. It would show they worked harder for a prize than they worked when no prize was offered.

Putting It Up to the Salesmen

"This was a new and grotesque idea to me to whom a contest was a familiar and tested policy in sales work. So I stuck to that Englishman in an effort to convert him, not by force, or weight of authority, but by the only way that counts—namely, by letting him convert himself. And in the process of doing this I learned a lesson in sales management that proved to be one of great value, i.e., teaching the governed to govern themselves.

"Meantime the contest ran its course. It was partially successful. The idea wasn't broad enough to keep all the men going through to the end. About half of them dropped out, discouraged. It proved to be a positive detriment to the Englishman. As soon as it was over his sales showed improvement.

"I called him into my office one day and told him I wanted his help in working out a problem. 'Put yourself in my place,' I said, 'and tell me what you would do to unify the selling efforts of twenty men, all of varying temperaments. Here is our factory making a diversified line of products. Manufacturing and selling must be closely coordinated. We have to move certain products at certain seasons. The sales force must be made to focus now at one point, and then at another. Give me your ideas.'

"In a few days he came back with one of the best ideas for a sales contest I had ever heard of up to that time

"'Divide the men into teams,' he said, 'five teams of four men on each team. Pick out the five best salesmen and appoint each one a team captain or leader for each team. Take the five next best and appoint each one first lieutenant to each captain, assigning them so as to equalize, as nearly as possible, the selling strength of the pairs with all the other pairs. Then appoint second lieutenants and first sergeants in the same way. The poorest salesman on the force will find himself, by this arrangement, on a team with the best. This will make the selling strength of all five teams about equal.

"'Each team will then be self-governing. A laggard on any team will hold back the teams. His team-mates will urge him to effort for the sake of the team. What he would fail to do for his own sake, he will try to do for the team.

"'Have four prizes, and give them to the four members of the winning team for their individual showings. By this means each salesman will have two incentives—first, his responsibility as a team-member; second, his desire to show up well with his team-mates.

Arousing Proprietary Interest

"'Thus you have your sales army well organized. Take the army into your confidence, and when a selling season approaches, give them the facts. If the factory has made, or plans to make, a certain quantity of goods, tell the army all about ithow much must be sold and in what period of time. Give them a voice in setting the conditions. Let the campaign be for a certain quota of goods rather than to cover a certain period of time. For the next campaign, reorganize the teams on the basis of the showings made in the initial campaign.'

"There were other details which he went into with enthusiasm, Apart from the value of the idea the thing that surprised me most about this salesman's suggestion was that he never once referred to his former dislike of a contest. His interest in working out an idea that appealed to his temperament carried him past that. He developed a sense of personal proprietorship in the campaign.

"My experience with this salesman led me later on to try another idea that proved even more successful. It grew out of the thought of giving the salesmen a voice in planning the contest. It was a short preliminary campaign for ideas. This is the way it worked:

"One of our lines sold well during November and December. There was almost no demand after the first of the year. In order to clear our shelves before January 1, we had to begin selling during September and October, and to get the salesmen going we generally put on a sales contest for the six weeks from September 15 to October 31. The contest was a regular thing every year and the men gradually came to lose interest in it.

A Contest for Ideas

"During the summer, therefore, I announced through the sales bulletin that a special preliminary contest would be held on August 1st for ideas, with a prize of \$50 for the best, another of \$35 for next best, and another of \$25 for third best. The men were given all of July to get their ideas in. The three winners automatically became a 'Council of War.' They met for three days at a convenient point in one of the territories, at which meeting I was also present. The ideas of the three were fused and conditions for the big fall contest drafted.

"Then we started an advertising campaign in the sales bulletin and played up all the details of the contest-the photographs of the committee, the prizes, the conditions, and everything else that would stir up interest. We filled the weekly bulletin with it up to September 15th. Great emphasis was laid on the point that the contest had been arranged by the salesmen themselves. We gave it the name of the three prize-winning salesmen, like 'The Great Jones-Smith-Kelly Contest.' The idea made a big hit and the contest was more successful than any previously held."

A sales manager in the office specialty field said one of the best ideas he ever used for a sales contest was picked up accidentally while visiting one of his salesmen. He said:

"I had occasion to spend a couple of days in this man's territory on a bankruptcy proceeding in which one of our customers was involved. As we sat around the hotel during the evening, I noticed that every once in a while the salesman would take a notebook out of his pocket, study its contents a few minutes, then put it away without saying anything. On the second evening I observed a similar proceeding and at last my curiosity got the better of me.

A Salesman's Dope-Sheet

"'That must be either a prayerbook or a dope-sheet,' I said. 'Or maybe it's a set of interest tables and you're checking up your investments.'

"'Dope-sheet is the word,' he answered. 'That's exactly what it is, my dope-sheet.'

"Then he showed it to me. It was a sales analysis of his work. He kept a record of his calls, number of prospects, trial installations, sales to consumers and sales to dealers—the sales arranged by classes of goods—and his expenses. Each day's work appeared on a separate line, and on the opposite page were the figures for the corresponding day of the previous year.

"'There is always a direct relation between my number of calls and number of prospects, between trials and sales. The minute I fail to make a certain number of calls, I notice my sales drop off.' And he went on to explain how he checked himself up each day against his record for the corresponding day of the preceding year.

"But there was my idea—a dope-sheet. I laid out a sales contest like a schedule of horse races, with a series of trial heats and finals. I got up a dope-sheet in the form of a small pocketbook with the word 'Dope-Sheet' and the salesman's name stamped in gold on the cover. One was sent to each salesman. The conditions of the contests—it was a series of contests for the whole year, five trial heats and a final, of two months each—were printed on the first and second pages. The prizes were listed on

the next two pages. Following this was a page for each month with spaces for each day and columns for number of calls, prospects, trials and amount of sales for the current month and the corresponding month of the preceding year.

"Well, the idea appealed to the imagination of the men and the scheme was a wonderful success. The thing that made it a success was the thought about the 'dopesheet' and giving each man a neat little pocketbook that he could carry around with him. A simple thing in itself, but that little idea put the thing over. This experience taught me the lesson that the mechanics of a contest—the tools, charts, paraphernalia and symbols—are fully as important as the prizes and conditions. A workable, simple and practical method of operation that links itself closely to a salesman's daily habits is a good start toward success in any contest."

Big ideas for sales contests are in reality little ideas properly staged.

A New Angle on Sampling

One of the best ideas hit upon recently is the Franklin Automobile "Sampling Contest." Not much of an idea, you will say; sampling a product is not new; thousands of concerns do it. True enough, but "sampling" an automobile is decidedly new. True again, all it means is demonstrating the car to prospects. Nothing new in that. Every automobile salesman does it. Right there is the point. Getting automobile salesmen to take a new interest in demonstrating is not easy. But demonstrations lead to sales. How can salesmen and prospects be made to take a new interest in an old practice?

The way in which it was done illustrates the whole point of this article-where to look for new ideas for sales contests. The most difficult job in sales contest work is finding new contest ideas for the quality product, like a piano or an automobile. The salesman of such an article has but one kind of thing to sell to each prospect and one unit is all he can sell. He hasn't any "small stuff" to fill in with. He can not make up for the loss of a big order by taking a lot of small orders. His salvation, therefore, lies in making demonstrations-making them

(Continued on page 1022)

Roto Advertisers-

It is significant that the following successful national advertisers used an average of more than 2,000 lines each during 1923 in The Roto Section of The Sunday Milwaukee Journal:

Century Chemists

Coty's L'Origan

Djer Kiss

Kotex

Palmolive Products

Colgate Products

Gervaise Graham

Lehn & Fink

Marmola

Tiz

Iodent

Vauv

Luxrite Hair Nets

Surf Maid Hair Nets

Venida Hair Nets

Pabst Corporation

Colman's Mustard

Shredded Wheat

Munsing Wear

mulianing wear

Thermo Mills

Normandy Voiles Walk-Over Shoes Stacy-Adams Shoe Co.

B. F. Goodrich Rubbers

Torrington Co.

Aladdin Industries

Gorham Silver

Eastman Kodak

Dodge Brothers

Standard Sanitary Mfg. Co.

Columbia Phonograph

Dictograph Products Co.

Californians, Inc.

Peoples' Popular Monthly

Many other advertisers, using smaller space, find The Milwaukee Journal's Roto Section necessary for most economical and successful selling.

Results? Read This!

THE Cellucotton Products Co., of Neenah, Wisconsin, manufacturers of "Kotex" and one of the largest users of Rotogravure advertising on a nation-wide scale, say in a recent letter:— "Our advertising in The Sunday Milwaukee Journal Roto-Section has pulled second or third best of all the Rotogravure newspapers on our list. The cost per inquiry is considerably below

the average of either Black and White or Rotogravure."

As many of the other newspapers used by Kotex greatly exceed The Sunday Milwaukee Journal in circulation, it is obvious that the Milwaukee-Wisconsin market and The Journal offer you one of the best opportunities in the United States for a substantial increase in business at low cost. Why not write at once for a survey of your sales possibilities?

Read in More Than 4 Out of 5 Milwaukee Homes Every Sunday S U N D A Y

The Milwaukee

OURNAL

FIRST- by Merit

Average Net Paid Sunday Circulation for March 124,525



The Interborough Host, Assembled Daily, Represents the World's Greatest Audience of Buyers!

When your product steps into the spotlight on the Interborough stage, it secures the close attention of New York's vast buying throngs.

Playing to them daily through big, brilliant space and the persuasive power of color, your product inevitably becomes a headliner with every single passenger. Only through the Interborough Medium can you reach these millions as a unit-only through Interborough Advertising can you command their interest economically.

NOW is the time to book your product for a long, successful run. Three million daily "Interboroughists" await an introduction.

NTERBOROUGH

Exclusively Subway & Elevated

ADVERTISING

by ARTEMAS WARD, Inc. 50 Union Sq. New York.

What Will College Give Your Son?

By Philip S. Salisbury

Vice-President, The Dartnell Corporation

Your first reaction to the heading of this article may be, "Well this is a strange subject for a business-man's magazine to handle." But it isn't so strange. In the first place you may be interested in college education because you have a son or a brother who will enter in the fall, and this is a story about "the most interesting enterprise in education now going on in this country," according to Dr. Charles W. Eliot, president-emeritus of Harvard. Secondly, some of the fundamentals of the Antioch idea can be applied to any business office. Many promising youngsters lose out because the employer does not fit them to the right job.

ANTIOCH COLLEGE is located at Yellow Springs, Ohio, for part of the school year. The rest of the time you can find it in scores of cities scattered all the way from Chicago to New York.

It was founded in 1853, and until three years ago it operated along conventional educational lines. But in 1921 Arthur E. Morgan became its president, and since then the college has been doing things that no other college ever attempted.

Mr. Morgan is a business man, and a successful one. You have doubtless heard of him as the chief engineer of some of the largest flood control projects in the country. The Miami Conservatory, built to make a repetition of the Dayton flood impossible, is one of his achievements. His business experience showed him what had been lacking in his own school education, and he also observed the hundreds of college graduates he employed in his various undertakings. In general, he found two weaknesses; either a man had received no practical education in college, and industry had to educate him to earn a livelihood, or he came out with a fair technical education but with little else besides. In either case he was handicapped.

Education Is Half Brass Tacks

At Antioch they are trying to fit their students to battle with real life—and this is the most striking feature of their method: while a few of the students spent their entire time at study, more than ninety per cent put in half of their time at practical work away from the college. The students are divided into two groups, alternating in periods of five weeks between college and industry.

These jobs are held in businesses in a dozen states—with 125 companies such as Dayton Pump &



Antioch students getting a touch of the practical in the factory where MacGregor golf clubs are made

Manufacturing, Duro Pump, Delco Light, Lowe Brothers, Maxwell Motors, Ford, Wurlitzer, American Rolling Mills, Davis Sewing Machine, Dayton Scale, International Harvester, Crowell Publishing, National Cash Register, Westinghouse Electric, General Motors, John Wanamaker, and many others. Some students are in smaller businesses, and a number have their own establishments.

In these part-time jobs the students do everything from interior decorating to repairing locomotives, and including advertising, accounting, building, engineering, teaching, reporting, research, and many kinds of selling.

A student, perhaps for the first time in his life, has to make good on a real job, and entirely on his own. He learns how to get on with people, how much effort is required to accomplish his purposes, how unexpected problems arise in practice that never appeared in textbooks. Perhaps he will be a doctor, an engineer, a writer, or a salesman—whatever his goal, while he gets his book learning he also serves an apprenticeship with real life.

Five weeks—then back to class rooms. The theoretical is dove-tailed into the practical; both principles and practices are made clear. Students who do this part time work normally complete their college courses in six years, but it is possible to do it in five. Others graduate in four years.

Balancing Theory and Practice

This method of teaching is an attempt to get away from certain weaknesses that have been discovered in undergraduate technical and professional schools. Many colleges have undergraduate schools of business, for example, which are accomplishing a great deal of good, but which are open to criticism on at least two grounds. First, school room teaching of business methods leaves out of consideration many practical factors. It does not train the student to judge men's motives,

SALES MANAGEMENT FOR MAY, 1924

to resist the dictates of over-enthusiasm, to hold his own against aggressive salesmanship, to estimate the many indefinite and unforeseen factors that constantly crop up in business. Such qualities are developed primarily by experience. The second criticism is that the average student so concentrates his attention upon business and other "practical" subjects that he fails to get a liberal education, and on graduating he has a narrow outlook. A few years later the liberal college man often runs ahead in business because his schooling in literature, science, philosophy, and the like, has sharpened his intuitions.

Where Intuition Is Knowledge

Knowledge and intuition are popularly supposed to be opposites, but the Antioch teachers believe that sound intuitions are developed from broad knowledge. A large part of the power and effectiveness of life must have expression through instinctive judgments and processes. President Morgan cites the case of a man who wants to be able to drive an automobile past a dangerous crossing when a traffic cop is not there. That man might go to a university and take a four-year course to study the acceleration and retardation of automobiles and the traffic rules of the city. But after the four years he sits at the wheel of the automobile and tries to cross that crossing. There are many automobiles, coming and going, accelerating and slowing down. He cannot apply any exact rules—he must get a quick, unscientific judgment and decide what to do.

Formal schooling does not tend to develop instinctive judgments to the same extent that an apprenticeship in real life does. The factors mentioned in text-books are limited; text-book analysis is simple. But in every day life, movement, such as the movement of business, is too fast for deliberate analysis. Quick summings-up must be made.

All men and women, including the technicians and the specialists, live in the main by intuition, and to a very minor extent by the scientific processes of mathematical analysis, precise measurement, and formal design. Antioch students are taught in two ways to gain right instincts and intuitions. First, the "cultural" subjects, such as litera-

ture, history, economics, languages, philosophy, psychology, biology, zoology, chemistry, physics, and sociology. They develop the student's mind and spirit so that his intuitions will furnish the best possible motives and the soundest possible judgments.

The study of literature and history gives the student experiences of other men that in some measure become a part of himself, enter into the formation of his intuitions, and help to determine their character.

Let us suppose that the student intends becoming a manufacturer. But he will be more than a producer or a distributor. He will be a human being with a personal life to live. He will choose a wife, a home, friends, a political party-and in doing so his intuitions will generally control, and they will be profoundly modified by his previous educational environment and experiences. So much for Antioch's belief in "cultural" subjects, which, by the way, represent half of the average student's hours at college. A man learning to be an engineer, for example, will spend half of his time away from college in a job, onequarter on technical class-room subjects, one-quarter on cultural sub-

Fifty Per Cent Liberal Arts

Now for the second method of teaching intuition. The difference between the reliable man of experience and the unreliable theorist is the difference between the possession or lack of proper intuition. The conventional idea of business training in undergraduate schools-for example, at such excellent state universities as Illinois and Wisconsinis that there will be two years of liberal college courses; then two years of business training; then the entrance into practical life. But as a matter of fact, do students develop this way, or, to be more exact, can they reach maximum development this way? First culturally, then technically, and then practically. No-they are growing all over, all the time.

The Antioch plan seems, therefore, to be sound in principle, for it allows the student mind to develop symmetrically, as well as the body.

Mr. Morgan is sure that there is no loss in academic quality through having the student work part time. He says, "I believe that the expectation that young people can intensively apply themselves to intellectual pursuits for nine months continuously is something of a myth; this alternation, this variety and experience, keeps the interest keen, keeps them alive and alert and gives us a degree of accomplishment in the course of a year in academic subjects alone that is approximately equal to what we would get if we had them there for the full nine months.

Try-Outs in Vocational Exploration

"The primary object of the parttime work is not financial competence. It happens that our students do to a very large degree support themselves. Last year our freshmen boys came within \$260 of breaking even, of which \$200 was tuition. But that is a side issue. Neither is the main purpose vocational training. A large part of the boys who go to technical or professional schools make a blind leap in the dark in choosing their professions. They have no very sound basis for judgment in that choice. We spend the first two years at Antioch to a large extent in vocational exploration, and this part time work offers opportunity for trying here and there to see what happens when a student makes an effort in a certain calling.

"But more important than that are other values—the development of the indefinite and yet vital elements of character and personality, such as courage, self-reliance and social ability when the student has to go out on a real job and hold his way by himself, where no one is on the side-lines cheering him on. He must do a job because the job is there to be done. A student who quits his job at Antioch is about as popular as a halfback who would quit in the middle of a football game.

"We have students who are going to a great deal of inconvenience to make good. We have students who are on the job because it is the hardest kind of a job we can find for them. We have diffident students who are acting as salesmen because selling is the one thing they haven't been able to do. We have students who are most disorderly in their habits on jobs where orderliness is a prime essential. I have a

(Continued on page 1006)



You can get the facts

Most of the tea sold in America is black tea—yet in Indianapolis green tea outsells the black.

In one town in the Indianapolis Radius, public taste demands the square, salty soda crackers. In another the best sellers are the round, unsalted crackers.

In one city twenty miles away, 2 for 15c cigars lead in sale, yet in another city, men insist on the 10c straight variety.

Blanket statistics, national averages and general "trends" don't always fit the Indianapolis Radius market.

You can know this market intimately and personally through the service of The Indianapolis News merchandising department, an organization of market analysts who study this market, its whims and fancies, its history, and its future.

If you are planning to sell in the Indianapolis Radius, it may save you many dollars in costly mistakes, and increase the results of your merchandising effort, if you write The News for merchandising facts before you start.

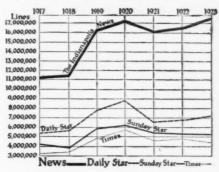
The News merchandising department will tell you frankly and honestly to stay out of this market if the facts don't indicate the prospect of success.

Total Advertising Lineage for Seven Years

The Indianapolis News

J. E. Lutz Tower Bldg.

Frank T. Carroll Advertising Manager NEW YORK OFFICE Dan A. Carroll 110 E. 42nd St.



SEND FOR 1924 INDIANAPOLIS RADIUS BOOK

Henri, Hurst & McDonald

A D V E R T I S I N G
58 East Washington Street · Chicago



Fairbanks, Morse & Company is favorably known not only in every hamlet in America but in every civilized nation of the world.

Unsurpassable merchandise, broad business policies, capable salesmen and powerful advertising have combined to produce world-wide prestige for this concern.

We have recently published an advertising book—"High-unit vs. Low-unit Merchandising." A copy may be had on request by any business executive.

The Origin and Development of the Advertising Agency—III

By Daniel A. Ruebel

While several prominent agency executives who have read this article on the future of the advertising agency have declared themselves at variance with some of the opinions expressed in it, we nevertheless feel that Mr. Ruebel's experience as an agency executive gives weight to the views he expresses on the subject. The article is presented, therefore, not in the attitude of an oracle that settles the future for now and all time, but as an interesting opinion of a man whose experience enables him to speak with authority.

Associations, the New England, New York, Philadelphia. Southern and Western Advertising Agency Associations, the latter at Chicago, consisted of most of the better agencies.

Financial standing and recognition by the various publishers' associations, including Curtis Publishing Co., were the principal requisites for admission to these associations.

These associations were merged into the American Association of Advertising Agencies at the St. Louis Convention of the Associated Advertising Clubs of the World in June, 1917. This organization, now composed of 136 of the better agencies of the country, has done an outstanding work in the past six years.

Four-A Agency Standards

One of the first things the American Association of Advertising Agencies did was to develop, in a meeting early in 1918, agency service standards. According to these standards, agency service comprises seven important steps:

First—A study of the product or service.

Second—An analysis of the present and potential market.

Third—A knowledge of the factors of distribution and sales.

Fourth—A knowledge of all the available media.

Fifth—Formulation of a definite plan.

Sixth—Execution of the plan.

Seventh—Cooperation with sales work.

The association has done much to standardize advertising agency prac-

tice through the interchange of information between members and through the adoption of standard forms. It has elevated generally the ethical standards of agencies.

Neither the size nor location of an agency are factors in their admission. Originally, it was neces-

What This Series Has Covered

This is the third and last instalment of advertising agency history written by Daniel A. Ruebel, vice-president of the Chappelow Advertising Company of St. Louis. The first article, which appeared in the January issue of SALES MANAGEMENT, covered the origin and early history of agencies.

The second instalment, in the March issue, traced the development of the agency business from the "space-broker" days to the modern extensive merchandising organization.

The conclusion is a survey of Four-A standards and a glimpse into future possibilities of agency service.

sary for an applicant to have been in business at least three years, but a recent revision has eliminated the three-year rule.

Direct or indirect ownership, part or in whole, by publishers, printers, engravers or other institutions from which the agency purchases, or with which it deals in the interest of its clients, is a bar to admission, as is direct or indirect ownership in the business by one or more advertisers. It is essential that the principal owners of the business be active.

Experience, character, ability, financial responsibility, recognition by various publishers' associations, basis of remuneration, agency serv-

ice methods, and agency business methods are some of the other factors considered.

Accepting business at less than card rates, making allowances on art work or engravings, or placing men in the service of the advertiser at the expense of the agency, are some of the forms of rebating which bar an applicant from admission to the association.

Some of the agency business methods, which the association declares not to be in the interest of the public, the advertiser or the agent, are:

Speculative preparation of plans, copy, or art work in the solicitation of business.

The hiring of a man from an agency or any other source because of his control or personal influence over a prospective account.

The paying of any remuneration to a third party as a means of securing or holding an account.

The taking of profit, discount or commission, other than that agreed upon, without the knowledge of the client, from a third party for service or material for the client.

Some Agency Types Defined

The offering or granting of extension of credit or banking service as a part of the agency's function.

The practice of indiscriminately attempting to secure free publicity for advertisers. This is not meant to cover publicity which has legitimate news, educational or editorial value.

It may be of interest to note the various types of advertising agencies,

There is the type of agency where the principal performs the functions of getting the business, studying the

SALES MANAGEMENT FOR MAY, 1924

proposition, planning the advertising and merchandising, creating the advertising in idea form, ordering the reproduction of the advertising in physical form, and, with clerical aid, contracting for the appearance of the advertising. Clerical help handles the auditing, billing and collecting.

The next type is the principal and copy man type. Here the principal performs the same functions as above except that one or more copy men create the advertising in idea form and order the reproducing of the advertising in physical form.

The next development is the type of agency in which we find principals, solicitors, a copy department chief, copy men, a space buyer and clerical staff. The principals or the solicitors get the business and study the proposition; the advertising and merchandising is planned with the help of the copy chief and a copy man creates the advertising in idea form and orders the reproducing of the advertising in physical form.

The Fully Departmentalized Type

Next comes the fully departmentalized type. In this type of agency we find principals, one or more solicitors, a research department head, a plan department head, a copy department head, an art director, a space buyer, an auditor and the necessary number of investigators, media men, copy men, artists and clerical help to handle the necessary work in each department. The principals, or solicitors, get the business and devote a large part of their time to selling. The study of the business is handled by the head of the research department and investigators. The planning of the advertising and merchandising is handled by the head of the plan department and media men. The advertising is created in idea form by the head of the copy department, copy men and art director. The art director and his staff order the reproducing of the advertising in physical form. The space buyer and staff contract for the appearance of the advertising, and the auditor supervises auditing, billing and collecting.

Another form of agency is the socalled single operating unit type. This type of agency consists of at least two principals—one with broad business experience and the other with broad advertising experience—

an art director, a space buyer and the required number of copy, service men and clerical help.

The principal with broad business experience gets the business, the proposition is studied by him and the other principal. They also plan the advertising and merchandising. The latter principal, with the art director and the copy man, creates the advertising in idea form. The art director and copy man order the reproducing of the advertising in physical form. The space buyer, assisted by the principals, contracts for the appearance of the advertising, and the office manager handles the auditing, billing and collecting.

This type of agency is designed to provide the minds of not less than five men for service to each client. The principals and copy man have a direct contact with the client and, in addition, the art director and space buyer are in direct contact with all phases of the account on which they are working.

The development of this type of agency is the multiple operating unit type. The only difference is the addition of an operating unit head, this usually being one of the principals. As many operating units can be developed as there are principals or available men to head these units.

Agency Personnel

In many agencies today the copy man referred to in the last two types is known as an "account executive," and some agencies go still a step further by establishing a service man who also maintains a contact with the client and is responsible for the handling of the account and the development of the business.

Here are some of the types of specialists who make up the personnel of the modern advertising agency—investigators, the applied psychologist, the research specialist, the business analyst and statistician, the product analyst, the research analyst, the plan specialist, copy specialists, the visualizer, the artist, the typographer, mechanical specialists, medium specialists, the contact and account executive.

My conception of the future development of the advertising agency business indicates the consolidation of representative agencies in some twelve or fifteen business centers in the United States under a holding company, operating from a central

point. The ownership of the local agencies would be transferred to ownership in the holding company.

My conception of this development indicates that the central organization would have general charge of the selling of the agency service. There would be central financing, a central research department, a central plan department, a central merchandising department, central space buying, central checking and central accounting.

What of the Future?

In the various companies, there would be individual selling to supplement the national effort, individual planning only so far as was necessary as a matter of expediency, individual copy, art and production, local research and merchandising, and client contact through the individual organizations. Each office would have only such accounting and space buying as was necessary as a matter of expediency. All forwarding would be done by the individual organizations.

Manufacturers operating in a certain territory probably would object to paying their advertising bills to a central company located in another city. Therefore, supplementary financing would be necessary. This would consist to a large extent of the maintenance of an individual bank account in order to carry out the individuality of the local company. It would also make possible a close check-up on the payment of the bills of clients of the local offices.

One of the big advantages such a plan would offer to the individual organizations would be the national identification which such a consolidation would give them from a prestige standpoint, as a sales argument, and in research, planning and merchandising.

It would result in definite economies in space buying, checking, accounting, research and planning.

Centralizing of financing would no doubt have a stabilizing influence by giving each organization the backing and financial strength of the central organization.

It would add to the strength of each individual organization from a selling standpoint because each office would have at its command complete research, planning and merchandising departments, made up of the greatest specialists in each

(Continued on page 1021)

Buying Power!

\$500,000,000 Annually in Agricultural Products \$600,000,000 Annually in Manufactured Products

NEBRASKA'S average farm is three times as valuable as nation's average farm.

NEBRASKA'S poultry industry is valued at \$35,000,000 annually.

NEBRASKA'S 1923 corn crop was second largest on state record. Nebraska ranks third in production of corn.

NEBRASKA ranks third in production of beef cattle, swine and wheat.

NEBRASKA'S diversified farming makes for prosperity.

NEBRASKA has 285,488 automobiles, approximately one for every five persons.

NEBRASKA has one telephone for little less than every five persons.

(More telephones than Great Britain)

NEBRASKA'S per capita wealth is \$4,004.

Send for Book-"The Nebraska Plan"

It will show you how to reach this prosperous state. These daily newspapers will insure your success in Nebraska through an unusual plan of personal cooperation.

BEATRICE SUN
COLUMBUS TELEGRAM
FALLS CITY JOURNAL
FREMONT TRIBUNE
GRAND ISLAND INDEPENDENT
HASTINGS TRIBUNE
KEARNEY HUB
LINCOLN STATE JOURNAL

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LINCOLN STAR
NEBRASKA CITY PRESS
NORFOLK NEWS
NORTH PLATTE TELEGRAPH
OMAHA BEE
OMAHA WORLD HERALD
YORK NEWS-TIMES

Write for booklet to

Nebraska Daily Press Ass'n

Columbus, Nebr.

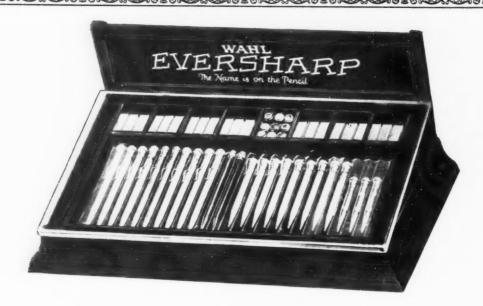
NEBRASKA

RICH IN AGRICULTURE—RICHER IN INDUSTRY

Compliments Omaha World Herald—Morning, Evening, Sunday

National representatives, O'Mara & Ormsbee

New York Chicago San Francisco



Are You Proud of Your Product?

F course you are. And you want it displayed in the retail store where it will be seen and sold. Displayed in Kwiksale Display Cases, with their bright polished plate glass, your product is registered on the attention of every customer. Your goods are seen—inspected—bought. Good display means sales, but do you realize why Kwiksale Display means more sales? The Wahl Company, manufacturers of EVER-SHARP pencils and WAHL fountain pens, have found Kwiksale Display Cases profit-makersso will you.

Your Product Judged by the Case

To display quality merchandise in cheap, badly constructed display cases is poor business. Ordinary cases are really expensive in the long run. They last only a few months; Kwiksale's last for years. Your product is worthy of a quality case put it in a Kwiksale, the finest

you can buy

Kwiksales Used by **Leading Manufacturers**

Nationally known manufacturers, such as Eversharp, come to Kwiksale for real selling display. They require service and quality, and they get it. Your

for your product. Expert designers with years of experience in merchandising and display methods are responsible for Kwiksale Cases. That's why they actually sell good-get results.

Kwiksales ordered from us will be tailor-made

Sturdy Construction Through and Through

Kwiksale Cases are made as finely as modern methods and skill can make them. They are made in an up-to-date plant, built by us from start to finish, not assembled misfits. Our prices, too, are the lowest consistent with quality. We know display cases and merchandising methods; we ought to, we've been in the business 20 YEARS.

Send us a sample assortment of the goods you wish to display. We will design a special Kwiksale case for your product, and with it we will send you our Merchandising Plans.

These plans are proven ones, successfully used by nationally known, nationally advertised manufacturers. Go out to your dealers with a real sales help-a profit builder for them and for you. Let us have the assortment at once. Get started today

SPECIAL DISTRIBUTION SERVICE

To manufacturers ordering 100 or more Kwiksale Cases, we offer a special service which consists in storing in our warehouses the cases ordered, and making drop shipments to dealers anywhere the manufacturer may desire.

SPECIALTY DISPLAY CASE COMPANY

Builders of Better Display Cases

337 WEST RUSH ST., KENDALLVILLE, INDIANA

Largest Exclusive Makers of Display Cases in the World

Shall We Tackle Mexico?

Southern Dry Goods Jobber Finds Selling Costs Lower South of the Rio Grande than in the United States

By Ruel McDaniel

SEVERAL years ago a southern dry goods jobber decided to invade the Mexican market. He called a meeting of his executives; they talked things over and no one could see any reason why they could not build up a big business with retailers in the southern republic within a comparatively short time. All agreed that upon the first salesman on the ground depended much of the success of the effort.

So great care would have to be exercised in choosing a competent man to represent the house in this virgin field. They weighed the qualifications of all their present sales force and found every man lacking in some of the points the executives agreed that the missionary must have. Accordingly, they went outside and soon found their man. He was just out of college, where he had made an enviable record as a Spanish student. He could "habla Espanol" better than could the average Mexican. He was polished, diplomatic and an excellent entertainer. He had sold goods for a few weeks too.

The sales manager put the recruit through a brief training, gave him the usual selling information, made it clear that his expense account would not be checked any too closely, filled his trunks with samples and sent him on his way. Then the boss sat back and waited for the orders to roll in. And if the concern had not made some radical changes in tactics, the boss would still be sitting back waiting for the orders to arrive.

This is the story of the early beginning of the Mexican business of a southern jobbing house that is doing what is generally conceded to be the biggest dry goods business of any American concern selling in Mexico.

This firm struck many pitfalls in building up this business, but each failure resulted in knowledge that is being used to advantage now in selling from one million to two million dollars' worth of dry goods in Mexico every year. It is well to state, too, that the cost of doing

real name), vice-president and general manager of the company, outlined to me a formula that he believes the average manufacturer or jobber desiring to do business in Mexico would not go wrong in following, and I shall pass it along, just about as he told it to me.

"The first thing of all," declared Mr. Cotton, "when a sales manager decides that his company should enter the Mexican field, is to sell the idea to his directors, for if he is going to succeed he must have their support and enthusiasm.

"Either before the decision is made, or immediately thereafter, the sales manager should go to Mexico himself, and he should by all means have with him at least one executive. The credit manager likewise should accompany them. The cost of such a trip will amount to \$250 to \$500 after reaching the border. But before going to this expense, however, if there is any doubt as to the standing of the merchandise, the sales manager, or one of the executives, should communicate with a reputable forwarding agent in order to ascertain whether or not the duty on the merchandise is low enough to justify entering the market.



Although the per capita purchasing power of Mexico is low there awaits a profitable business for all who know how to approach this market

this selling is less than corresponding costs of the same concern in selling in the United States. The credit losses are likewise less.

Mr. Cotton (which is not his



There are many products that cannot be sold in Mexico for that reason. Most ready-to-wear clothing, for example, is in that class.

"When the representatives reach Mexico, a thorough study should be made of the field from every angle. In our case we went to a single medium-sized town and called upon every reputable merchant there. We did not try to sell him anything, but told him frankly that we were making a survey of his town in order to determine the advisability of entering that field. (Understand, this was the procedure after our experience with the young college man.) The credit manager followed us up, getting ratings on every man upon whom we called.

"This first town convinced us that our merchandise could be sold in Mexico if we went after it strongly enough; so we used that place as a central point and worked up a territory surrounding it, using the same methods as we did in the initial survey.

Credit Ratings Are Available

"Then, when we had mapped out a territory large enough to justify putting it in the hands of a salesman, we knew the situation thoroughly, had the credit ratings of every man to whom we wished to sell and were prepared to ship orders as soon as they reached us."

Mr. Cotton explained that it was comparatively easy to secure credit ratings of merchants, as a rule. He said they were usually frank in giving statements about their business, and banks showed a willingness to cooperate. "The greatest single factor in selling in Mexico," declared Mr. Cotton, "is credit information in advance of the sale. If you do not ship orders promptly, the shipment will be refused when it reaches its destination, or the order will be cancelled before it leaves the house. Merchants down there expect the same credit terms as corresponding retailers do in the United States, and in some instances they require even longer terms. It is dangerous to ship merchandise C. O. D., unless a deposit is made on the order, and few merchants will do that. The average C. O. D. order will be refused when it reaches its destination, and you have the expense of getting it back to the United States.

"One of the greatest mistakes that the average firm in the United

States makes in selling to Mexico is that the executives are too much impressed by the difference in the two countries. It is true that the language is different, and there are different people, but when it comes to selling, it is basically the same on either side of the line.

"The only material difference in selling is that in Mexico we must look to our salesmen to do the work; while in the United States, in the most highly organized companies, the salesman looks to the

Exporting on a Ten-Year Basis

In commenting on foreign trade, George Meyercord, president, The American Manufacturers' Foreign Credit Insurance Exchange, says, "Too many American manufacturers wait until domestic sales slump before entering the export field, and then expect immediate profits from exports. They spend considerable money and effort for two or three years, until domestic sales again increase, then begin to neglect export business."

In Mr. Meyercord's opinion it requires at least ten years to build confidence and a profitable trade in most export markets, but when this is once established, continued and regular sales result.

The foresighted manufacturer who is building up foreign trade today, ahead of a possible slump at home, will have the profitable foreign business at a time when he needs it most.

firm for support. The same individuality is needed in Mexico today as was used by salesmen in doing business with western merchants forty years ago. It requires that a man sell himself rather than rely upon the firm to sell him to the trade."

Another one of this jobbing house's interesting early experiences in selling in Mexico was through one of the firm's salesmen who had been sent down after a territory had been surveyed preparatory to a campaign. This salesman had been on the road for the house for three or four years and had made an excellent record for himself. He knew the weak and the strong points in the goods of all the firm's competitors; he knew just how to tackle the claims of each competitive salesman.

The firm was sure that he would be just the man to open the new

territory and he went to Mexico. About the second merchant he called upon wasn't interested; he was buying from a local importer. The salesman asked to be shown the goods. It bore the tag of an Italian manufacturer! Another prospect pulled an English made bolt of serge on him, and still another showed the salesman how excellent was the quality of French serge.

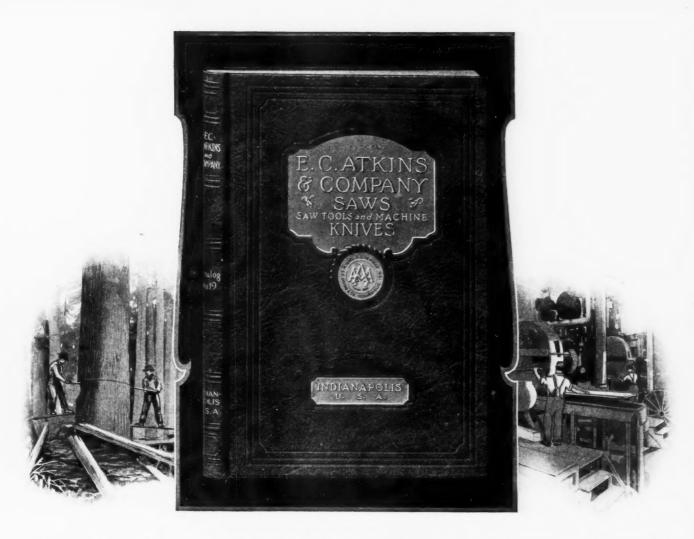
Although this man knew his United States competitors' lines almost as well as he knew his own, he was completely in the dark when it came to talking against these foreign manufacturers. He discovered that he had the world as a competitor, rather than a half-dozen manufacturers in the States. Not knowing the textile industry, the man fell down on the job. He knew salesmanship only, which alone is of little value to the man who is charged with introducing a manufacturer's or a jobber's merchandise in Mexico. He must be able to talk goods intelligently, not merely brands, Mr. Cotton has discovered.

American Habits Are Selling Points

He told of an instance where a salesman for a well-known American typewriter manufacturer was sent down to Mexico to introduce this widely used machine. man knew salesmanship from A to Z; and he knew how to meet the argument of the four or five American competitors that he had been accustomed to combating. But the first thing when he landed in Vera Cruz was to be confronted with a German made typewriter that retailed at half the price charged for the American machine. The man knew salesmanship and the merits and demerits of four or five American-made typewriters, but he knew little of the mechanics of typewriter manufacturing and he was in the middle of a shoreless sea when it came to meeting the arguments of a foreign manufacturer whose product he had never before heard of.

"Sales managers as a rule place too much stress on the fact that a man speaks Spanish when chosing men for Mexico," Mr. Cotton declared. "To hire a man simply because he is a good Spanish student is just like employing a salesman in the United States because he speaks English. The fact that a man speaks

(Continued on page 1000)



Quality Covers Help Keep "Atkins Always Ahead"

FOR years Atkins Saws have occupied a front rank in their particular field. And to maintain similar leadership in advertising, E. C. Atkins & Co. use Molloy Made Covers on their catalog.

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The same distinctive appearance, strength and durability which characterize Molloy Made Covers used on the Atkins catalog will increase the selling value of your catalogs, by influencing people to open and read them.

Molloy Made Covers will withstand the roughest usage, preserving and outlasting the usefulness of pages in the books. They are made for either loose leaf or bound catalogs, sales manuals, dealer's books, salesmen's books, etc.

Send us a copy of your catalog. Let us show you how a Molloy Made Cover will increase and lengthen its useful service. We will submit designs and co-operate with you and your printer. The cost is moderate.

THE DAVID J. MOLLOY COMPANY, CHICAGO, ILLINOIS Chicago Offices, 2857 North Western Avenue Eastern Sales Office, 300 Madison Avenue, New York Carlton Publicity, Ltd., London, England

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Description of any product in this Register comes to the attention of important buyers at the moment when purchase is contemplated

Costs for one time—average use of each copy, more than two years. We urge "keyed" addresses—we have 2,054 advertisers—including many nationally prominent manufacturers, financial institutions and others

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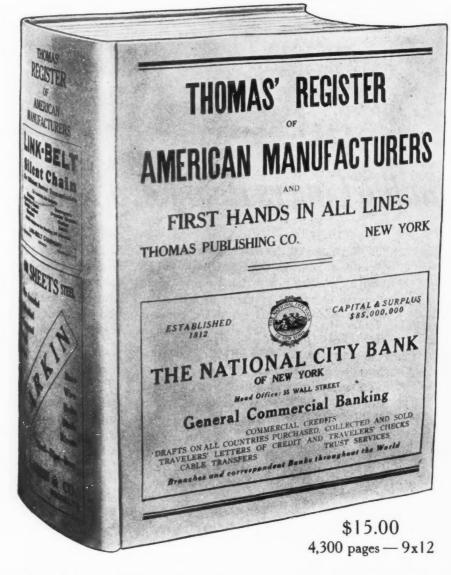
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In the "over \$1,000,000" more than 3,000 users;

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Hand-to-Mouth Buying Brings Upheaval in Sales Tactics

How Some Manufacturers are Wrestling With the Growing Problem of Filling Today's Empty Shelves Tomorrow

By Eugene Whitmore

RARLY in April a salesman for a small grocery specialty packing organization in Los Angeles visited one of the buyers for Chicago's largest mail order house. He showed his line, explained its merits and quoted prices.

"I am convinced your product is perhaps a little better than the one we are now using, I like the packing, particularly the label. Apparently your price is in line, but frankly I am not interested in making a change. We sell only about twelve barrels of your product a year, and unless you can warehouse a stock of your goods here in Chicago where we can get almost instant delivery from telephone orders, we wouldn't think of changing, because we are not buying far in advance these days."

Buyers Demand Instant Service

The salesman put up a stiff fight for the business, but failed simply because he knew his concern was unwilling to warehouse the product and hold it for immediate delivery.

This salesman tells me that he is going back into the home office to induce his concern to select several important jobbing centers in which to warehouse ample stocks of merchandise in order to meet the demands of important buyers who insist on buying for immediate needs only.

Considered alone, this might be looked upon as merely the experience of one concern, but reports are coming to us from all parts of the country showing that buyers are in no mood to anticipate future needs. In an investigation now under way by the Dartnell Corporation it is being clearly shown that buyers in all lines of business are demanding quicker shipments, refusing to contract far ahead, and expecting warehouse or branch house stocks carried by manufacturers to enable

them to buy in small quantities, yet maintain adequate stocks.

In commenting on this subject, R. G. Hasty, sales manager of the Lewis A. Crossett Company, says, "In the shoe business particularly, they are buying very closely, only anticipating about six weeks' wants." Two other well known shoe manufacturers confirmed this statement, one adding that the problem of keeping the dealers supplied with adequate stocks was becoming increasingly difficult.

In many other lines complaints regarding the tendency to buy in fractional quantities were heard; for instance L. H. West, sales manager of the Kent Lubricating Company, reports that the average industrial buyer waits until the last pound of lubricant is cleaned out of the bottom of the barrel and then sends in an order which arrives at about three o'clock in the afternoon requesting that shipment be made "today sure."

We found that many concerns were resorting to extra discounts for quantity orders, lower contract prices, longer terms for anticipated shipments, and various other concessions which were hoped to tempt buyers to place larger orders. However, none of them seemed to feel that any of the plans they had tried had been more than partially successful.

Buying Habits Changing

In a recent letter to all his subscribers, Roger W. Babson said, "Nearly every producer and manufacturer reports a growing tendency in his trade to small lot buying. Retailers who formerly gave orders for a whole season's stocks are now refusing to buy for more than short periods. Some absence of forward buying is also found among the purchasers of raw materials. So general has the movement become that it is requiring

broad changes in the selling routine of companies in almost every line. . . . This change of buying habit may have many far reaching effects. It tends to reduce the speculative element in retailing. It favors industrial development in new localities. It increases the demand for warehouse space. It calls for wider use of mail, telegraph and telephone selling. It should tend to shorten credits. It should increase demand for the better class of jobbers and other distributing houses. It gives the domestic manufacturer an opportunity for service which his foreign competitors do not have."

One Solution to Problem

This analysis of the situation by Mr. Babson seems to agree with the actual practices which are being put into effect by a number of Dartnell subscribers who have written us recently. Several have been making a more determined effort to obtain jobber business—in one or two cases concerns that have heretofore gone direct to the retailers have been making overtures to jobbers in the effort to cope with the situation.

Perhaps the most frequent remedy now being applied is the wider use of spot stocks and pool car shipments. H. W. Hoover, president of the Hoover Company, the well known cleaner manufacturer, says, "Strange as it may seem to you, we have reached the stage in our business where we encourage hand-tomouth buying on the part of our dealers, in order that we may help them show the largest possible turnover which, of course, naturally affects the profit they make in the sale of our line. Wherever possible we are establishing warehouses so as to minimize the quantity of our product that our dealers must

Many observers of the present trend in business claim that handto-mouth buying is more than a mere temporary condition; it is their opinion that it will continue so long as there is no marked upward trend in prices, and if this opinion is correct, as it seems to be, manufacturers must revise selling plans to fit the conditions if they are to keep step with competition.

The preference of buyers in nearly all lines seems to be for small lot orders, hence some arrangement must be made to enable small lot buying to be carried on with the least possible expense and detail. For this purpose the public warehouse is the only solution for many manufacturers who are not in a position to establish branches or warehouses of their own.

Big Companies Now Warehousing

The wide realization of the necessity for maintaining spot stocks on hand in jobbing centers is shown by a survey of one warehouse in a mid-west city where the following well known concerns maintain warehouse stocks, ready for immediate delivery to buyers: Shredded Wheat Company, Cream of Wheat Company, Fels & Company, Union Carbide Sales Company, Sprague, Warner & Company, Battle Creek Food Company. In every other merchandise warehouse in this city equally well known brands of merchandise are stored in merchandise warehouses ready for instant shipment

Manufacturers, in some localities, have begun to carry warehouse stocks for jobbers so that the orders turned in daily by the jobbers' salesmen may be filled direct from the warehouse to the retail store. While many manufacturers claim that it is the jobbers' function to carry these stocks, it is nevertheless a fact that other manufacturers, in their eagerness for business, are gladly taking over this warehousing function which was formerly looked upon as a regular part of the service rendered by jobbers. It is not the purpose of this article to discuss the functions of jobbers, or to attempt to say whether or not the manufacturer is taking on too heavy a burden in assuming this extra warehousing duty, but to point out what is being done, and what keen competition is doing to force manufacturers to make stocks more available to buyers who insist on buying only for immediate needs.

With the development of the

warehouse receipt as collateral for bank loans, it is becoming more and more the practice for manufacturers to carry stocks in all important buying centers, instead of depending on their customers to buy months ahead, or to carry their own reserve stocks

When consulted about this policy a sales manager whose company maintains stocks in nineteen centers said, "We are encouraging our dealers to buy often and in small amounts. We find that it speeds collections and enables us to control our finances to a greater extent. We formerly gave long datings for quantity orders in advance of the season. Of course we had to go to banks for assistance in carrying these outstanding accounts. While our credit losses were never excessive there was always some part of the country where collections were very slow. Today we carry our own stocks in warehouses, and borrow money, when necessary, against warehouse receipts. With dealers buying two or three times a month, instead of two or three times a year, we are assured of prompt collections, and in the long run a quicker turnover of our capital than under the old plan. We believe that handto-mouth buying is here to stay and with our present merchandising plan we feel that we have solved the problem in a fairly satisfactory manner.'

Warehousing Aids Collections

How the warehousing idea or local stock is being applied in the tire business is shown by the following letter from the Seiberling Rubber Company: "The credit of so many tire dealers is limited that we much prefer them to buy \$500 worth four times a month or once a week, than \$2,000 once a month. It gives them a chance to remit from time to time, thereby staying within their credit limits.

"Of course we have a number of large concerns that order once a month in quantities and we have what we call a bonus arrangement for these dealers. That is, if a dealer gives us over \$50,000 worth of business a year we issue a merchandise credit memorandum for \$5,000. We have found from experience that all dealers overestimate their ability to purchase when a price is discussed so that we sell

every dealer at the same price, but have a sliding scale on our bonus arrangement on which we issue merchandise credit at the end of the year, operating somewhat as follows: \$4,000 to \$10,000, two and one-half per cent; \$10,000 to \$25,000, five per cent; \$25,000 to \$50,000, seven and one-half per cent; over \$50,000, ten per cent. Since our product is more or less staple and is stocked in branches and the factory we prefer to ship often and in smaller quantities."

This shows how manufacturers are coping with the tendency to buy in smaller quantities, and how the credit conditions within an industry are being made to help, rather than hinder the selling program. In spite of older ideas about the desirability of big fat orders, many manufacturers are beginning to look upon the small, frequent order from buyers whose accounts are always paid up promptly as a distinct advance in merchandising.

Advantages of Plan

Warehoused stocks in strategic centers offer a very distinct aid in all sorts of merchandising problems: In introductory campaigns spot stocks on hand for immediate delivery are practically essential; in territory where conditions are bad and buying is slow; where local competition is keen; where collections are bad and heavy buying would be dangerous on account of credit conditions; where less than car-lot freight rates adds sales resistance; where jobbers or dealers can pool orders and buy in car-lots if stocks can be warehoused and taken out as needed. All these conditions demand a careful survey of each individual problem with a view towards the selection of the proper center for carrying immediately available stocks to cope with the present tendencies toward "fractional buying."

When the physical side of the distribution problem no longer ceases to be a routine traffic matter, and becomes an important sales problem, as it is at present, the sales manager is the logical man to be given charge of the selection of warehouse or branch office locations, and it is often necessary to be governed, not by traffic conditions but by local competition, and other matters which ordinarily do not enter into the problem at all.



OPERATING EIGHT MERCHANDISE WAREHOUSES LOCATED IN THE RAILROAD CENTERS OF OHIO



Stake Your Claim -Then Work it -

If you have mapped out the Central States as your claim the prospecting will be good in proportion to the value of your product, the earnestness of your effort and plan of your distribution.

Here is a vibrant market-a region of diversified industry-conservative business and steady sales. Where there's "pay dirt" for the fellow with vision, wisdom and energy.

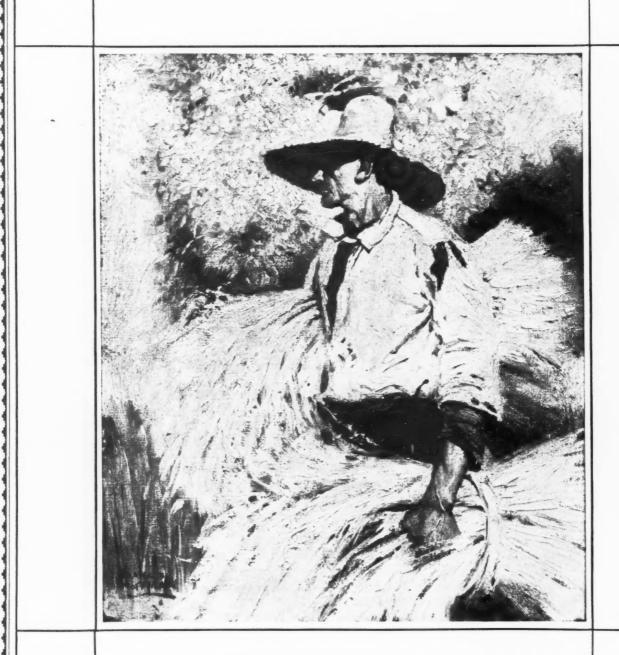
As warehousemen since 1882 we have acted as guide and aid to many a successful sales manager in all classes of campaigns. Our storehouses in the principal shipping centers, fleets of trucks and experienced traffic experts have expedited. the good-will of their firms during their quest for new and additional stabilized sales territory-and we are continually adding new ones who have the vision of warehousing and distribution as the trade demands it today.

Prompt, efficient delivery with the least amount of routine and more-economy and satisfaction for the shipper-speed for the buyer.

Special information on our service and how you can profitably adopt it, gladly furnished. Direct your inquiry to our executive offices.

> Your Traffic Manager is reading Cotterage ads in Traffic World

The Wee COTTER WAREHOUSE Company Established in 1882
Akron, Columbus, Mansfield and Toledo
Executive Offices at Mansfield, Ohio



The Harvest Tells

Sales are the only proof. We invite your study of successful Dominant Idea advertising based upon actual returns—merchandise sold: the harvest proof. Let us demonstrate our ability to help you reap results.

McJunkin Advertising Company



FIVE SOUTH WABASH AVENUE, CHICAGO

Pictures That Put a Sales Hook in Printed Matter

The Fifth of a Series on Printed Salesmanship

By David H. Colcord

INSTRUCTIONS had been sent to the advertising department to begin work on a complete new catalog of the line. Mechanical changes were being made on eighty-four of the different types and sizes of the machine manufactured, which meant an entirely new set of plates. The local photographer was called in, and two weeks were spent in making the photographs of each machine. The photographic prints were then rushed to the retoucher, and from there to the engraver.

The finished catalog was a "knock-out," in more senses than one. I refer particularly to the effect that the bill for retouching—around \$2,000—had on the gentleman responsible for accounts payable. "Highway robbery," quoth he, and away he went to get estimates from every retoucher in the city.

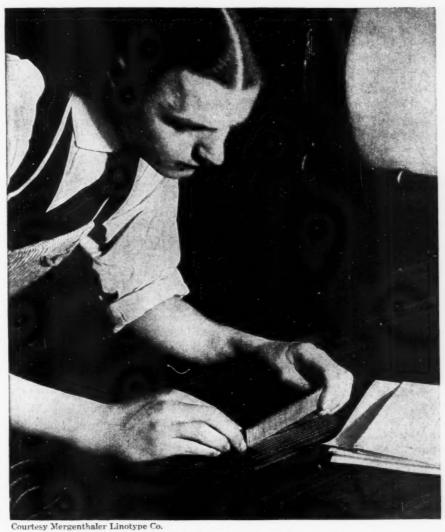
He found that he hadn't been robbed in any sense; that this retoucher's charges had been very reasonable considering the amount of time spent on the job.

Tips That Are Money-Savers

He recovered; no longer under the delusion that it was about as easy to "paint out" a defect in a photograph as a knot in a board fence.

Three years later, the catalog again came up for revision. The memory of the "art work" was still poignant. A first class engraver was called in consultation. He made one simple suggestion which netted that manufacturer an even \$1,500. The suggestion was this:

To paint each machine with a temporary coat of steel gray paint, the paint to be mixed with materials which would dry quickly, absolutely flat, and without gloss. All bright polished parts were to be rubbed over with soft putty. The surface in relief around the lettering cast on the machine was to be carefully chalked. It was suggested that a



This is the sort of picture that "rings true"

mixture of lamp-black and whiting with gasoline to the consistency of paint, and in proportion to produce a medium tone of gray, would make an excellent paint for the purpose. This was to be applied to nickel surfaces as well as to the rough iron surfaces, to prevent reflection and insure a good separation of detail. The whole composition could be easily dusted off after the negative was made.

As a result the new batch of photographs required very little retouching, and a number of them were sent direct to the engraver "as is."

Obviously the moral of this inci-

dent is to consult your engraver in the beginning. There's enough difference between what one needs to know to get a good "snap" of a string of trout, and the artistry of commercial photography, to make this a profession distinct and apart from that of taking family groups for the parlor album.

It is of the subject of commercial photography that I wish to speak in this fifth article on the subject of better printed matter. Particularly, I aim to point out three or four little "stunts" like the one described above, which will assist sales executives to procure better illustrations for printed matter. There is nothing

new about them. They are "reflex" to the engraver and artist. But most of us have wasted a lot of money before we have stumbled on to them.

A halftone is never any better than the original photograph; it even loses a trifle in the process. Do not expect your engraver to supply something that is lacking in the original copy - another obvious statement, but a misconception which has been responsible for more of the criticism that has been heaped upon the engraving business than any other. The making of a halftone is but a process of "copying" the photographer's work, and any imperfections on the photograph, instead of being obliterated, are reproduced exactly as they appear.

It pays in the end to employ an experienced commercial photographer instead of a portrait man, or to attempt to use a hand camera. If the value of the illustration as it will appear in the printed matter is determined by its worth as a selling influence, it will pay you to employ a commercial photographer from another city in case there is none competent where your plant is located.

What to Do With Photos

Whenever possible the engraver should be furnished with a glossy print. Dull prints, those with linen or special finishes, although excellent as photographs, do not reproduce well in a halftone. Send photographs flat; rolling them is apt to crack the surface, producing a defect on the halftone. It is better not to trim photographs with shears, or to use paper masks for indicating parts to be blocked out, as the engraver may desire to make special mountings. The best way is to slightly notch the edge of the print with shears, or indicate with a small mark on the margin with a pen or pencil that part of the print that is not to be included in the plate. If the print is thin, it can be placed on a window and an outline be drawn on the back with a soft pencil.

When models are posed with a character background, and it is not possible to photograph the models and the background at the same time, the background can be painted in by an artist; in fact this is more often done than to take the pains

necessary to transport the model to the location.

If the purpose of the picture is to convey a realistic impression, backgrounds and settings washed in around photographs seldom convince. It takes an unusual type of skill on the part of the artist, and unless you are sure that your artist has been successful in this kind of work, it is far better to insist on the entire picture being taken at once. There is nothing quite as ridiculous to a retail merchant as some of the store interiors manufacturers picture in their house organs and literature. Take your models to an actual grocery store, or other locations, and pose them exactly as you want them to appear in the picture.

Making Backgrounds Attractive

Another method for saving retoucher's time is to see that the photographer—if the subject is photographed outside of his studio—places a clean, smooth cloth or a sheet of paper of contrasting color back of the object, and as floor covering.

Portraits are enhanced both for halftones to be used on news print, and for those used on coated stock, by giving attention to the background. Light, or medium light, backgrounds are best for newspaper stock, and darker backgrounds where the paper to be used is of a good grade. When your photographer is posing the subject and arranging the background, tell him the kind of stock which you will use, and suggest a background that conforms.

Recently in the preparation of a booklet, it was planned to show the picture of a secretary standing at the side of a filing cabinet in the act of removing some letters from the file. It was necessary to either take the professional model from the studio to the office of the manufacturer and photograph the two-filing cabinet and secretary-together, or to take the heavy cabinet to the studio. Instead, the model was photographed at the studio standing beside a chair the same height as the cabinet. The cabinet was photographed, separately, in proportion, at the office. The engraver in making the plate stripped in the picture of the model alongside of that of the cabinet, so that the two appeared to be taken together. The

photographic problem met in accomplishing this was to place the camera at the same angle and the same distance away from the subject in both exposures. This was done by laying a long strip of paper under the camera and the object when the first exposure was made, and marking on this paper the exact position of the camera and subject. In taking the second photograph—of the cabinet—this strip of paper was placed on the floor, and the camera and cabinet located according to the marks on the paper.

It is always best in the long run to employ professional models. Most commercial photographers carry a register of available talent, and can usually get the subject you want on short notice. The fee usually ranges from \$3.00 up for each pose. But do not expect the photographer to "direct" the pose, unless he is making a specialty of this business. Fifty per cent of the "punch" that you get into the pose will depend on your ability to direct as a motion picture director handles the actors on the silver screen. Tell the model the story of the picture, get him to live it, naturally. It is one of the most difficult things in the world to get NATURALNESS in the pose, and you can't always get it by using professionals either, but at least they know how to act as instructed.

How to Take Special Poses

Always have photographs taken in a studio, if possible, as the commercial photographer's lighting devices are much superior. Flashlights do not give detail. If the subject is an interior scene, and the camera points toward the windows, cover the windows with thick wrapping paper so that no light leaks through. After the exposure has been completed, the window covers should be removed and an additional short exposure given which will give the window a natural appearance, and often show objects in a natural way on the outside.

Window displays can be photographed best at night, as reflections from across the street will often be shown on the glass if taken in daylight. When taken at night the display should be thoroughly illuminated. Pedestrians passing the window will not affect the exposure

(Continued on page 1016)

On the statue that CATO didn't have Some one asked Cato the Censor why no statue had been erected to him.

"I had rather you asked that question," said Cato, "than 'What has Cato done that he should have a statue?"

In my remote far-off way I imitate Cato in this thing. I had rather deserve your poster work and not have it, than have it and not deserve it.

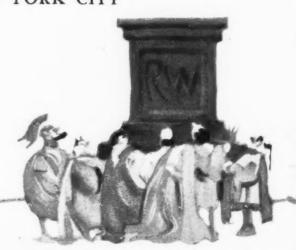
I have been learning for years to qualify as a specialist in posters. Mural Advertising, I call it, the advertising that goes on walls, meaning the store windows or the poster panels.

I have been called in by many national advertisers as a specialist in this field of advertising. I have tried to justify that treatment, and some of them have been good enough to say I have.

So I am an expert, a specialist, in this one field. I am working forward to that time when everybody will ask, "Why don't you go to Rusling Wood?"

© 1924, by Rusling Wood
218 WILLIAM STREET, NEW YORK CITY





"C

print, and I "Chelte reached "Adver in a reached they are its reaprints, or the tion, o cussion a publi dium depth a minds

circular four of zines terest i where same t might Bold." I canno

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What I have mail of never a results extension the what agitatistake the

I rer the me Nation ber, con sued b obtaini a circu tically price to subscri

> "Wh the nat the hal reply," "Ah," is and

hadn't lations

Wants to Pick a Fight With Mr. "Bold"

wrong!

I have just read the reprint, "The Passion for Inquiries," and I concur with most of what "Cheltenham Bold" said, until I reached page 14, where he says: "Advertisers-when they buy space in a magazine, or newspaper, or business paper or farm paper, what they are really paying for is the faith its readers have in the news it prints, or the opinions it expresses, or the standard it maintains in fiction, or fashions, or technical discussions, or what not. The value of a publication as an advertising medium depends directly upon the depth and extent of this faith in the minds of its readers."

If I had never had charge of the circulation departments of three or four of the largest circulated magazines-if I had never owned an interest in a large mail-order magazine where our mailing list was never the same two months in succession, I might agree with "Cheltenham Bold." Having had that experience,

What About This, Mr. Bold?

I have sent out millions of direct mail offers, where the recipients never asked for them, and got great results. I have used the billboards extensively to much profit, and all the while the reading public was agitating legislation that would take the same billboards off the face of the earth.

I remember a discussion at one of the meetings of the Association of National Advertisers. One member complained of the methods pursued by a "certain farm paper" in obtaining subscribers, reading from a circular where they offered practically the whole of the subscription price to the agent who would obtain subscriptions. To those present who hadn't the slightest idea of "circulations," it was simply terrible; it must be stopped.

"Which is that paper?" "Tell us the name of it" came from all over the hall. Very reluctantly came the reply, "It is the Podunk Podunkus." "Ah," said one of the members, who is and always has been in the adver-

HELTENHAM BOLD" is tising limelight, "that's one of the best mediums we use!" That was Conclusion with a capital C.

> The "faith of its readers" is all right as far as it goes, but give me a certain class of people to reach with my advertising message, and I will put it in any fair vehicle that gets into their hands. I don't care what the spirit of the magazine is, if it is opened and looked through until the reader gets to my page, I will be satisfied with the returns. Any publication a person opens and looks through is a good medium to reach that person.

> I don't care whether he buys it, picks it up in the train, steals it off another man's desk, or however it gets into his hands-if he is interested or even curious enough to look through it until, to repeat, he comes to my page, it's a good medium. Else any man who has ever used the billboards or sent out unsolicited direct mail circulars was counting only wooden nickels when he figured up the profits he made out of the campaign,

Gridley Adams.

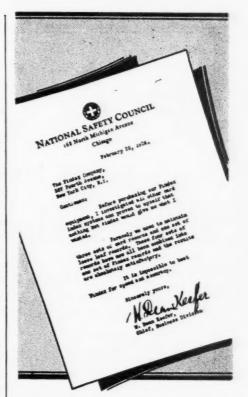
To Discuss Exports

"Our Need for Wide Markets" is to be the central theme of discussion at the Eleventh National Foreign Trade Convention to be held at Boston, June 4-6. Special sessions will cover discussions of export and import management, foreign credits, export advertising, training for foreign trade, and financing overseas shipments. There will be a special report on American Foreign Trade Policy, covering a series of obstacles now encountered and suggestions for overcoming them.

All Americans engaged in foreign trade or connected with any factor of our international commerce, all Chambers of Commerce, Boards of Trade, National and State Associations and other industrial and commercial organizations, as well as firms and individuals, are invited to participate in the confer-

James A. Farrell, chairman of the National Foreign Trade Council, has charge of arrangements.

SALES MANAGEMENT FOR MAY, 1924



If you too want questions answered at a lower cost?

Findex is not just another filing system. It is a mechanical file clerk that automatically puts prospect lists before you and says, "here's where sales can be made, and why and how."

Sales promotion departments with Findex combine card files. Findex replaces endless name lists, can correspondingly reduce maintenance costs and makes every recorded sales fact work more intensively for increased business.

Get your file facts the quick easy way—as Government experts do

uses in a simple way the same "shape of a hole" principle that operates the big U.S. Government fact finding machinery at Washington.

What is Findex? This mechanical cross index quickly answers any combination of questions by showing you the particular cards that give only the called-for facts.

Write for new special bulletin, "Merchandising at a Profit"

THE FINDEX COMPANY

387 Fourth Avenue

NEW YORK CITY

FACTS

Of Interest to

The Salesmanager

NEWARK, NEW JERSEY, is the fifteenth city and the ninth center of population in the United States. Its population, within a 6½ mile radius, is in excess of 700,000. Advertisers are analyzing their markets today as never before and analysis of the market presented by metropolitan Newark brings to light these pertinent FACTS.

Among the 1,500 six-day newpapers in the United States, the NEWARK EVENING NEWS, during the year 1923, ranked as follows

FIRST in Food Advertising SECOND in National Advertising THIRD in Automobile Advertising THIRD in Classified Advertising FIFTH in Total Advertising

To those seeking an enlarged market for their products these FACTS must be of interest, for they show the importance with which the NEWARK market is regarded

Newark Evening News

(Always Reaches Home)

Home Office, 215-221 Market St., Newark, New Jersey

EUGENE W. FARRELL Business and Advertising Manager

O'MARA & ORMSBEE, Inc. General Advertising Representatives New York Chicago San Francisco FRANK C. TAYLOR New York Representative 320 Fifth Ave.

G.W.Hopkins Leaves Columbia For Agency Work

ITH the announcement that George W. Hopkins, vice-president of the Columbia Phonograph Company, has resigned that post to become vice-president and director of Charles W. Hoyt Company, advertising agents of New York City, another sales manager comes into agency ranks.

Mr. Hopkins' twenty-five years of business experience include the vice-presidencies of three of the largest corporations in America: The Loose-Wiles Biscuit Company, the American Chicle Company, and the Columbia Graphophone Company. During his recent association with the Columbia Graphophone Company, he was also general sales and advertising manager of the Dictaphone Company.

During these years of work, Mr. Hopkins was active in the building of salesmen's convention programs and in the operating of sales conventions,

Mr. Hopkins is a firm believer in the closest of coordination between sales and advertising plans. "Every advertising appropriation should show in advance what it will produce in sales," was the opinion expressed by Mr. Hopkins recently. "An advertising manager, spending for example a sum of \$100,000, the first question to the agency man with whom it was being placed should be 'What amount of sales will your campaign bring?"

"I feel that an agency man's greatest usefulness to the advertiser is the solving of advertising problems viewed from the sales end. That will be my aim."

In his new connection Mr. Hopkins will be the manager of the Department of Sales Plans.

For many years Mr. Hopkins has been recognized as one of the leaders of the organized advertising movement of the Associated Advertising Clubs of the World. For two years he was the vice-president of the A. A. C. of W. He was one of the organizers and the first president of the New York Sales Managers' Club. He was the organizer and first president of the American Society of Sales Executives.

Covering the Ground

Watch a farmer planting, spreading his seed over as large an area as his acreage will allow. He knows that his crop is dependent upon the scope of his cultivation. Digging deep into rich, fertile soil, he utilizes every square foot of land.

Sales managers, seeking results from advertising, must reach as many prospective purchasers as possible. In a given market, they must plow deep into the buying power of the territory, and plant their advertising message in every household.

In the rich Chicago market, evening circulation is dominated by the Evening American. Blanketing the territory, it is the logical medium for record sales harvesting. To cover the ground thoroughly it is imperative that you use the



a good newspaper

Why I Am Keen About the So-Called "Canned" Sales Talk

Star Salesmen Break Own Records and Failures Decrease When Salesmen are Required to Memorize Complete Sales Canvass

By J. R. MacPherson

President, Hooven-Chicago Company, Chicago

member of this organization until he has copied our selling talk forty-five times—three times a day, for fifteen days. That is our sales training, and until a prospective salesman agrees to copy this sales talk the required number of times, he is not permitted to make even one call on a prospect.

In my former connection as sales manager of a large bank supply house we required every man to learn a set canvass and before he was permitted to go out into the field he had to recite this canvass word for word before a group of salesmen and executives of the company. I saw the results from this policy and at the time I left the company was thoroughly convinced that I would never try to build another sales organization without requiring every salesman to learn a set, "canned" sales talk. But as I be-

gan to study my

present line, Hooven

Automatic Type-

writers, I began to

think that a set sales talk would not apply in our case. I kidded myself into believing that "our business is different."

For two years I went along handing myself alibis—making myself believe that no set sales talk could be prepared that would fit our present business. And then I began to analyze my own calls and sales. I formed the habit of stopping just outside the office of every customer

who had bought a machine from me and writing down in a little notebook the things that I had said to this buyer. For several months I these notes I wrote the sales talk which I now require every salesman to copy forty-five times before he makes his first call.

what chance has a salesman before a group such as this if he has no planned sales canvass?

this plan.
Whenever
I said
a n y thing
new—
whenever I
intro-

duced a new idea or thought

into my sales talk that seemed to help close a sale, it went into the little notebook.

After I spent many hours in rewriting, sorting and analyzing these notes, I found that certain facts always interested prospective buyers. I found that whenever I made a sale I invariably said the same things. I learned and recorded the facts that made sales. From

Naturally I have on one or two occasions been talked out of enforcing this rule. I have hired men who seemed to have such brilliant records that their success in selling our machines was assured. They have invariably failed. When I made the rule one of our salesmen felt highly insulted. He was an experienced, trained and successful salesman according to his own ideas and none of this kindergarten stuff about memorizing a sales talk could be jammed down his throat. At that time he was enjoying a liberal drawing account so I told him that if he was so convinced of his own ability to sell automatic typewriters for us that he could go ahead and we would pay him for orders-no advances, drawing accounts or loans. He failed miserably. Right now I have a young man who just recently

THE ERICKSON COMPANY

Advertising

381 Fourth Avenue, New York

2

If you want to know about our work, watch the advertising of the following:

BON AMI
CONGOLEUM RUGS
VALSPAR VARNISH
GRINNELL SPRINKLERS
WELLSWORTH PRODUCTS
McCUTCHEON LINENS
TAVANNES WATCHES
PETER SCHUYLER CIGARS
CONVERSE RUBBER SHOES
ANSCO CAMERAS AND FILM
COLUMBIA WINDOW SHADES
TARVIA

TARVIA
WALLACE SILVER
HAVOLINE OIL
BARRETT ROOFINGS
COOPER HEWITT WORK-LIGHT
RUBBER ASSOCIATION OF AMERICA
L & G AGATE WARE
NEW-SKIN

What we've done for others we can do for you

Forward-Looking Sales Managers

Make this great plant their Chicago warehouse



Are your salesmen in this territory losing orders because it takes too long for your product to come to the trade here from your factory?

Have you figured how much of the money that you spend in advertising and sales campaigns is a total loss because your competitor gets the business on the basis of quick delivery from Chicago stocks?

Do you know that many distributors whose factories are at a distunce are finding that it costs actually LESS money to make delivery from stocks carried in Chicago's Big Downtown Warehouse than it does to fill orders direct from their factories?

Our plant at the Pennsylvania Railroad's mammoth freight terminal in Chicago, with its unusual storage and rail-traffic facilities, is definitely designed to provide the modern and economical distribution methods that are necessary to assure successful advertising and sales effort.

If you have not investigated public warehousing as applied to the distribution of your product and want to know why enterprising manufacturers the country over find our services an economy and not an expense, write us now. A dollar saved is a dollar made.

Let us know your particular problem in this market. It will receive the considerate attention of a distribution specialist.

Western Warehousing Company

331 West Polk Street, Chicago "At the Edge of the Loop"

WILSON V. LITTLE, Superintendent

completed copying our sales talk forty-five times. He sold two machines the first week he worked, regardless of the fact that the company was in business for several years before they ever had a salesman sell one machine inside a month after he started to work. In fact, I was the first man who ever sold a machine during the first month of work with this company.

The other day I was explaining my plan to a sales manager who was openly hostile to the idea of set sales talks. "What do you, or your poll-parrot salesmen do when the buyer breaks in with an unexpected objection or question?" he asked,

"A plain, ordinary simpleton is hopeless as a salesman whether he learns a set sales talk or not," I answered, though I confess the use of much stronger language than that quoted above. "If a salesman is simple minded enough not to know his proposition so thoroughly that he cannot handle a question or an interruption, he is more helpless without the set sales talk than he is with one. When a prospect breaks in with an objection I simply say, "Just a moment, I am coming to that-let me go on and explain this thought I have in mind and I'll come to your point shortly. Then I go right ahead with my original talk as planned and nine times out of ten the prospect forgets all about his objection or question.

John Patterson's Experience

With the American army in Germany I had the privilege of working on one of the soldier newspapers which were published after the armistice. While there the late John H. Patterson came to Germany to see what had happened to one of his factories. I interviewed him, and during the course of his talk he told me how he started the idea of a set sales talk. He said that he found, early in the cash register business, that the average salesman would have one splendid week of business, perhaps selling a machine a day for a week. Then he would slump and not make another sale for a week or so. But one man out of his entire organization seemed to have the knack of selling with surprising regularity. Week after week this man's cash register sales showed a slow but steady increase.

After watching this man's sales for some months Patterson wired him to come to Dayton. asked how he did it the salesman said, "I have written down in a little book all the good things I know about cash registers. When I call on a prospect I tell him one good point and then ask him to buy. If he refuses I tell him another good point, and ask him to buy again. If he refuses the second time I tell him something else and ask him to buy After I have told him everything good I know about the cash register and he still refuses to buy, I start all over again and tell him the same things the second time, asking him to buy every time I explain an additional fact.'

Sales Talk Comes From Experience

Patterson was impressed with this plan of selling and asked the salesman to write out all the points about cash registers that he knew. Then he wired his men to come in and learn them word for word. The balance of the story is too well known for repetition here, but I've never forgotten the interview I had with Mr. Patterson and it is largely responsible for my success as a salesman.

Our talk is divided into five sections, and in selling we ask for the order after every section has been explained. If the prospect still hesitates we go on to the next point and ask for the order again. After the entire canvass has been completed, if the prospect still refuses to buy, we take his name and address and start a series of follow-up letters. There are five letters in this series, and one letter is mailed each day. On the sixth day if we have had no reply, a sixth letter goes out, accompanied by a carbon copy of the five previous letters, each carbon copy having certain strong paragraphs red penciled.

The five letters are recapitulations of the sales talk—the same facts, in the same style, and in the same sequence in which our salesmen explain them to every prospect. Often a salesman will object to this strenuous follow-up on the grounds that the prospect has already been given the same information in the personal call. But such objections don't count with me. I remind the



Wouldn't it be fine if a Valued Friend were received in more than 408,000 Homes with your Merchandise?

Fruit, Garden and Home is a welcome friend in more than 408,000 Homes.

Not just an ordinary salesman.

Someone the housewife, the owner, every member in the household likes and admires. One whose visits are eagerly looked forward to.

Suppose such a friend talked about your goods in a heart-to-heart way. That would be *Service*.

That's the kind of friend Fruit, Garden & Home is, in more than 408,000 homes—real homes where you will find lawns, shrubbery, gardens, hardwood floors

and good furniture-up-to-date equipment.

That's the kind of service Fruit, Garden and Home offers you.

Why not use this friend as your representative in such homes?

More than 408,000 visits every month—408,000 copies beautifully printed and thoroughly read—actual press run 450,000. \$3 a line. Your message will go out to these homes in June if copy is sent promptly—but take your time to send a schedule.

THE MEREDITH PUBLICATIONS DES MOINES, IOWA

Fruit, Garden and Home - Successful Farming - The Dairy Farmer

CHICAGO, 123 West Madison Street J. C. Billingslea, Tel. Central 0465 MINNEAPOLIS, Palace Building R. R. Ring, Tel. Atlantic 6271

NEW YORK, 342 Madison Avenue A. H. Billingslea, Tel. Vanderbilt 5077 ST. LOUIS, 1411 Syndicate Trust Bldg. A. D. McKinney, Tel. Olive 43 KANSAS CITY, 707 Land Bank Bldg. O. G. Davies, Tel. Harrison 1023

FRUIT, GARDEN and HOME

Service to Men

About a year ago a large New York manufacturer wanted an office manager. He knew exactly what he wanted and scoured the country to find it. In the course of events, we referred four or five men and filled the position. This employer had spent thousands of dollars in filling this job, but we produced results by what seemed to be a mere gesture.

In such cases, the employer usually asks us, "How do you do it?" Of course, there are many factors which enter into success; but one important thing in our business has to do with the SERVICE we render MEN who are interested to consider changing their positions.

We try to anticipate the demands of our clients for men. Advertisements such as the ones we have been running in "Sales Management" attract not only employers, but executives desiring positions.

We keep in touch with these men through our Bulletin Service of positions open. We advise them on matters having to do with changing positions. We try to give every man the 100 per cent courteous, sincere cooperation we should appreciate if our positions were reversed. Our Service Department pays its own way, but we don't try to make money on it. Indirectly, of course, we benefit from this department in that when we want information from the men with whom we are working, we get it. This means that if we want to know who is the best sales manager in the country to handle a product sold to farmers through retail stores, we can get accurate, inside information in a few hours if necessary.

Our folder, "The Story of an Interesting Business," tells our story to employers. "The First National Employment Service" is the title of another folder which will help any capable executive who is considering a change of position to understand exactly what we do and how we do it. No obligation—and we understand perfectly the meaning of the word "confidential."

William L. Fletcher, Inc.

93 Federal Street, Boston, Mass.

salesman that he had to copy the same facts forty-five times before he knew them, but that he expects a prospect to remember all these facts from hearing them verbally only once. That's the trouble with too much selling effort today.

Everybody who has ever sold anything knows that as many sales are lost from talking too much as from talking too little. The set sales talk prevents too windy salesmen from talking a sale to death. It holds the salesman down to facts.

Canned Talk Sticks to Facts

Give me the most brilliant salesman you can find. Let him start out with a haphazard sales canvass, based on his own ideas of what facts the customer ought to know and I'll pick up the rankest amateur, require him to write my selling talk fortyfive times, and the amateur will outsell the experienced man every time. I remember training one fellow to sell bank supplies. It was always a mystery to me how he ever jimmied his way into the training school. You would never select him as a salesman. No initiative, no imagination, no personality. Nothing! Except the ability to do as he was told. I remember we told him that he would never be allowed to go into the field as a salesman unless he could recite the selling talk word for word-letter perfect before the entire class. When he recited the talk he was rather hesitant and his voice was pitched very low. We forced him to stand thirty feet away from the listeners and recite the entire sales canvass in a voice we could all

When he was preparing to leave he came and asked me what I would do when I landed in the territory if I were in his place. I thought he was hopeless, but merely to get rid of him I told him to go to the first county in his territory, call on every bank in the county one after another and repeat his sales talk to every bank purchasing agent in that county before he went to the next county. He did just that. And he sold every bank in the first county he worked. His earnings the first month were \$600. Before long he ran his commissions up as high as \$1,100 in one month. Do you wonder that I am strong for set talks in sales work?







The New Darby Dresses

for the School and College Miss

A wonderful collection of Darby Dresses of Kasha Jersey designed for the younger set—smart in every detail are the straight lines and new collars—some are two-piece and others are one-piece models—some have plaited skirts and others are plain tailored, in wrap-around effects. They are moderately priced at—

13.75 19.75 25.00 39.00

Department Store Gets Excellent Results From Rotogravure Advertising

"The H. & S. Pogue Company has used the Cincinnati Enquirer's Rotogravure Section for a year and a half, appearing regularly in each issue in advertisements ranging from two columns ten inches to half a page, or, in rare cases, a page.

"The most successful results have been obtained from ready-to-wear advertisements, where one or more garments have been featured at a price. "In May, 1923, a four-page section was used, the result being the largest day's business and the largest Anniversary in the history of the store.

"In all, 42,370 lines have been used to date with excellent results.

THE H. & S. POGUE COMPANY

(Signed by) "GRACE COLEMAN, Advertising Manager."

This advertisement, of which the preceding page is a part, is published to promote public interest in Rotogravure and the papers which carry Rotogravure sections. Kimberly-Clark Company, Neenah, Wisconsin, manufacture Rotoplate, a perfect paper for Rotogravure printing, which is used by the following papers:

CITY	PAPER	CITY	PAPER
Albany, N. Y.	Knickerbocker Press	Minneapolis, Minn.	Journal
Asheville, N. C.	Citizen	Minneapolis, Minn.	Tribune
Atlanta, Ga.	Constitution	Nashville, Tenn.	Banner
Atlanta, Ga.	Journal	New Orleans, La.	Times-Picayune
Baltimore, Md.	Sun	Newark, N. J.	Call
Birmingham, Ala.	News	New York, N. Y.	Corriere D'America
Boston, Mass.	Herald	New York, N. Y.	Evening Post
Boston, Mass.	Traveler	New York, N. Y.	Forward
Brooklyn, N. Y.	Standard-Union	New York, N. Y.	Herald
Buffalo, N. Y.	Courier	New York, N. Y.	Il Progresso
Buffalo, N. Y.	Express	New York, N. Y.	Times
Buffalo, N. Y.	Times	New York, N. Y.	Tribune
Chicago, Ill.	Daily News	New York, N. Y.	World
Cincinnati, Ohio	Commercial-Tribune	Omaha, Neb.	Bee
Cincinnati, Ohio	Enquirer	Omaha, Neb.	News
Cleveland, Ohio	News-Leader	Peoria, Ill.	Journal-Transcript
Cleveland, Ohio	Plain Dealer	Philadelphia, Pa.	Public Ledger
Denver, Colo.	Rocky Mountain News	Providence, R. I.	Journal
Des Moines, Iowa	Register	Rochester, N. Y.	Democrat-Chronicle
Detroit, Mich.	Free Press	St. Louis, Mo.	Globe-Democrat
Detroit, Mich.	News	St. Louis, Mo.	Post-Dispatch
Erie, Pa.	Dispatch-Herald	St. Paul, Minn.	Pioneer Press-Dispatch
Fort Wayne, Ind.	News-Sentinel	St. Paul, Minn.	Daily News
Hartford, Conn.	Courant	San Francisco, Calif.	Chronicle
Havana, Cuba	Diario De La Marina	Seattle, Wash,	Times
Houston, Texas	Chronicle	South Bend, Ind.	News-Times
Indianapolis, Ind.	Indianapolis Star	Springfield, Mass.	Republican
Kansas City, Mo.	Journal-Post	Syracuse, N. Y.	Herald
Los Angeles, Calif.	Times		Post-Standard
Louisville, Ky.	Courier-Journal	Syracuse, N. Y.	
Louisville, Ky.	Herald	Washington, D. C.	Post
Memphis, Tenn.	Commercial Appeal	Washington, D. C.	Star
Mexico City, Mex.	El Universal	Waterbury, Conn.	Republican
Milwaukee, Wis.	Journal	Wichita, Kan.	Eagle

Intaglio printing is variously called gravure, photogravure, rotogravure and similar names. There are many printing plants in the important cities of America equipped to supply rotogravure sections to newspapers. Complete information furnished on request.

Kimberly-Clark Company

Neenah.Wis.

NDV VORM, SI Chambers St. CHICAGO, 206 S.La Salla St. Last ANGELES, MOVES in th. St.

ROTOGRAVURE Prints Perfect Pictures - the Universal Language





The Salesman Who Entertains Old Man Gloom

How Two Sales Managers Are Helping Salesmen Steer Clear of "Conditions" Talk

AN old time sales manager told me that he has learned never to answer a letter from a discouraged salesman unless he is convinced that the salesman is absolutely "licked." His idea was that the average "hard luck" letter written by salesmen is the product of a temporary mental depression which is almost sure to blow over before the answer can be received.

"I learned this from my early experience on the road," related this sales manager. "When I was first married, there came times in my life when I thought my very existence was miserable. In the first place I was lonesome. Occasionally when business was bad I would sit down and pour out my troubles to my wife in a long and pitiful letter. Then next day, or the day after, I would hit a good town and sell everybody I called on for three or four days in succession. Then I would feel as gay and happy as a young colt turned loose in a new pasture on a brisk fall morning. The world was mine, and I could see nothing but success ahead. Usually in the midst of one of these joyful episodes there would come a letter from my wife, in answer to one of my written fits of despondency. She sympathized with me, advised me to come home, to throw up my job, and stop worrying and working so hard.

Gloom Peddler vs. Order Getter

"The arrival of her letter would invariably set me to thinking about all the hardships I was forced to undergo. I would begin to sympathize with myself-to feel sorry for myself and to think that life was handing me a raw deal. Then I would suddenly run into a dealer who felt the same way and we would stage a gloom party that would make a funeral seem lively in comparison. Finally I woke up and realized what the trouble was. Too many people were too willing to sympathize with me. I was talking conditions and hardships, instead of business and orders. Naturally I couldn't sell goods when I went about with a face as long as a yardstick and a tale of woe that would make an undertaker weep briny tears.

"I stopped writing blue letters to my wife. I told her only of the pleasant things; of the cheerful dealers I met; of the big orders I closed; of the encouraging letters I received from the boss. Then her letters gradually assumed the same tone. Instead of making each other miserable with our imaginary troubles we made each other happy and good humored with the sunny side of our lives."

The Indoor Sport of "Deploring"

Salesmen today are confronted with the same situation. The national news is not conducive to optimism on the part of buyers. The papers are full of national scandals and alleged dishonesty on the part of high officials in the national government. Let a salesman and a prospective buyer start talking of these things and all chances of an order fly out the nearest window.

I recently had an occasion to witness what happens when a salesman and a buyer start discussing the present political situation. It was just a few days before the fifteenth of March and the buyer had just sent a check to the revenue collector for his income tax. He wasn't feeling any too happy.

"Nothing doing today—not buying a thing," said the buyer. "Why hang it all, a man in business today is just working for his help and the government—people won't buy because taxes are too dang high, and by the time I get through paying my taxes and charging off uncollectible accounts there is nothing left. Here I am working fourteen or fifteen hours a day for less money than a good bricklayer can make in eight hours. I'm going to shut up this business and go fishing if things don't get better."

"Ain't it a fright!" piped up the salesman. "Just figured up my income tax last night. It's a darn

Here's a Market Worth Winning!

It's New England—a right snug little market. Seven million people who use the things you make and have the money to buy them, make up this market.

Tap them on the shoulder, friendly-like, with some good advertising and see how quickly they'll respond.

Get this: New England isn't six States; it's ONE State. In wealth, manufactures, agriculture, transportation and distribution of population this State of New England is a typical cross-section of the United States. That's why it is such a splendid testing ground for marketing campaigns.

And the beauty of it is you don't have to burn up money by the bale to establish your product here. The principal New England newspapers and the wholesale distributors work hand-in-hand to gain the utmost effectiveness from the dollars spent for advertising.

We are qualified by experience to give you the assistance needed in planning and producing a tryout campaign. We know New England thoroughly and well. Our president, John J. Morgan, was advertising agent of the New York, New Haven & Hartford Railroad for many years. It was his job to sell New England's advantages to the rest of the country—and he had to know New England to do that.

Why not ask us to tell you what we could do for you?

MORGAN ADVERTISING AGENCY

PARK SQUARE BUILDING BOSTON MASS.

Member American Association of Advertising Agencies Member National Outdoor Advertising Bureau



There are forty-seven states besides Missouri

THERE are those who question whether two and two always make four, whether a bird in the hand is actually worth two in the bush, and if a straight line is really the shortest distance between two points.

The Missouri-minded we have always with us. The mythical Missourians—in which Missouri is represented, like Boston, not as an actual place but as a state of mind—are far more numerous than the true Missouri natives. And while their presence may be of value in keeping us on our toes, they are not the most easily advertisable folks in the world.

Far-seeing advertisers sell hardest to the easiest to sell—young folks in the 18 to 30 age group, who accept plain statements of facts without excessive debate, who are not ashamed to express enthusiasm over a good product.

Photoplay Magazine has the largest circulation of exclusively younger people of any general magazine—and by far the major portion of this circulation is outside the mental State of Missouri.

Note: We have on hand much valuable material, gathered over several years of research, telling how to sell to Youth. We shall be glad to send you free of charge an interesting book containing this material, called "The Age Factor in Selling and Advertising"

PHOTOPLAY MAGAZINE

"Predominant with the 18 to 30 Age Group"

JAMES R. QUIRK, Publisher C. W. FULLER, Advertising Manager

750 N. Michigan Ave., Chicago 221 W. 57th St., New York 127 Federal St., Boston

outrage-how in thunder can a married man live decently on two thousand dollars a year? That's the trouble, we small fry pay the taxes —you and me, not the big rich guys that could afford it. They stand in right. Why, I know of a firm that pays a lawyer \$20,000 a year just to cheat the government out of taxes. Can you beat it? And then look at the paper today. Did you ever see anything like this oil mess they are airing at Washington? And then they make us pay these darn taxes to pay those grafting hyenas who sell out the government for a few thousand dollars graft. Bla! it makes me sick!"

Did this salesman sell this dealer anything? He did not. And after the conversation the salesman probably went to his hotel and wrote a long letter to the house telling how conditions in his territory were terrible on account of the boll weevil.

The "Conditions" Bogey

The salesman who talks conditions today is doomed to failure. He must talk business—he must bring ideas, plans, news of good business and cheerful information that will help a buyer forget high taxes, the inefficiency of labor and the low price of wheat or the ravages of boll weevil.

F. E. Parry, sales manager of A. Stein & Company of Chicago, recognizes the tendency of salesmen to fall into a rut of talking politics and conditions instead of sticking to business. In a recent letter to his salesmen he said:

"To follow all the glees and glooms appearing in the newspapers today is a job in itself. To believe all that you read is still more disheartening and far more complicated. It is well to bear in mind that dishonest men in public and private life have always existed and probably always will. Years ago the Secretary of State of our nation endeavored to sell out to France for a price by arranging to negotiate a special treaty in favor of them. We somehow manage to get by all such storms when they occur.

"Business prosperity need not wait for Congress nor presidential elections. We had a good year in 1923 with high taxes and perhaps more public dishonesty than will be possible in 1924." Mr. Parry winds up his letter with a plea to his

A "two fisted" policy of cooperating with the Salesmanager



PROBABLY the time will never come when anything can take the place of "red-blooded" salesmanship and consistent advertising. "Two-fisted" cooperation on the part of the newspaper, however, will go a long way toward bringing salesmanship and advertising to the peak of productiveness.

By "two-fisted cooperation" the Oklahoman-Times means going a little more than half way to smooth the path of the advertiser's sales force.

No—we do not sell the advertised merchandise—that's the duty of the salesmen—but we do sell the dealer on advertising in general, on the specific advertising campaign under consideration, and we do get a favorable audience for the salesman.

Here is the Oklahoman and Times' code of "two-fisted cooperation."

- 1—Advise dealer concerning advertising campaign through introductory letters.
- 2—Introduce sales representatives to jobbers.
- 3—Prepare portfolio of manufacturers advertising for salesmen.
- 4—Distribute window display material to retailers.
- 5—Furnish Route Lists of dealers to save salesman's time.
- 6—Encourage dealers to capitalize on manufacturer's advertising by tying up with it.
- 7—Make periodical distribution checks among merchants.

This cooperation coupled with the widespread circulation of the Oklahoman and Times, enables the manufacturer to adequately cover not only Oklahoma City and its trading radius, but effectively influence buying throughout all of Oklahoma.

"Accounted For" gives additional information and will be furnished gladly upon request.



OKLAHOMÁN & TIMES

OKLAHOMA CITY, OKLAHOMA

Morning - Evening - Sunday

E. KATZ SPECIAL ADVERTISING AGENCY

New York

Chicago

San Francisco

Kansas City

Atlanta



Insure your salesmen's samples

YOUR salesmen may take every reasonable precaution against loss or damage to their sample cases.

But there are dangers that defy every customary precaution. Sample cases and their contents may be lost, damaged or stolen while in transit, or even at the hotel.

Insurance is your only protection against the money loss involved. North America Commercial Travelers' Insurance will cover the samples of one salesman or the samples of your entire sales force. The cost is small.

A North America Agent or any Insurance Broker can get you this protection

Insurance Company of North America

PHILADELPHIA
"The Oldest American Fire and Marine Insurance Company"

Pin this case

Insurance Company of North America Third and Walnut Streets Philadelphia, Pa., Dept. X5
Name
Street
Clarification of the control of the

Wants information on Commercial Travelers' Baggage Insurance

salesmen to get down to brass tacks and help dealers make a success in 1924 instead of bothering about whether Congress is doing it or not.

Another executive who realizes that salesmen must be side-tracked from their tendency to indulge in gloom parties is C. C. Loveless, advertising manager of the Wahl Company. Mr. Loveless says in an editorial in the Wahl house organ for March:

Buying Is Matter of Optimism

"With the newspapers literally full of scandals, murders, divorce trials and the Tea Pot Dome fiasco, people everywhere are 'viewing with alarm' and 'noting with consternation'—and wondering what is going to become of America.

"Some day, after reading the paper, let us sit down in our easy chair and think of all the law-abiding, God-fearing and home-loving people in our community. A half hour of such thinking will furnish a splendid answer to the question, 'What is to become of the American people?'"

Buying is essentially a matter of optimism-of confidence-of faith. The salesman who says or does anything that tends to shatter the buyer's confidence in the future is doomed to failure and the sales manager can well afford to inject a note of confidence and optimism in his letters or bulletins to salesmen. They must be given something to think and talk about besides national scandal, graft, bribery, taxes, or presidential elections. If business does not maintain an even keel this year, if sales begin to slump, it will be because business has been talked to death-not because there is anything fundamentally wrong.

Discussion of four kinds of advertising were featured at a recent meeting of the St. Paul Sales Managers' Association. Outdoor advertising, direct by mail advertising, novelty or specialty advertising and newspaper advertising were covered by Ned B. Abbott, secretary, Randall Printing Co.; Homer Thomas, manager, St. Paul Branch of R. Steinman Co.; and A. J. McFaul, advertising and business manager of the St. Paul "Dispatch" and "Pioneer Press."



Which is *your*Sales Audience?

UPPOSE you had the choice on the one hand of a 10-minute intermission to tell a high-class theater audience the story of your product; or, on the other, 10 minutes to speak before a convention of business men from the particular field to which you sell which would you choose?

One is a mixed audience with thoughts centered on entertainment, your talk becomes a disagreeable interruption, perhaps only a "baker's dozen" or fewer care a "tinker's dam" about your story. The other is a group of men gathered together for the very purpose of helping their particular industry, they're thinking of it, they're looking for new ideas and better methods, they're glad to hear your story and learn your viewpoint.

Though each audience contained the same number of persons—

would you hesitate in coming to a decision?

Your Business Paper audience is made up of just such a "convention" group—gathered together on the respective subscription lists of the various publications to get business ideas, regular reports, news, and information relative to their trades and industries. In your message on such pages there are no wasted words, no divided attention, no restless squirming to hurry you through. If your talk is good, you're "clapped" for more—your encore comes in real order-getting inquiries.

So choose your audience—we'll gladly tell you all about our 122 conventions in 54 different industries where are held regular and frequent meetings for the mutual benefit of all.

"Member of The Associated Business Papers, Inc.," means proven circulations, PLUS the highest standards in all other departments.



THE ASSOCIATED BUSINESS PAPERS, INC. Headquarters, 220 West 42d Street-NEW YORK Over 120 papers reaching 54 fields of trade and industry

This time of like the year automobile the year automobile of whings lot of new and for new and necessities both.



If you want to know the easiest, surest way to reach them and interest them in your goods or service, send for this free booklet "Automotive Markets and How to Reach Them."

When sending for the book tell us what you have to sell and where you want to sell it so we can make recommendations intelligently and to the point.

Incidentally—do you want \$600.00 worth of automotive statistical information for \$25.00?

The Reuben H. Donnelley Corporation

CHICAGO NEW YORK NEVADA, IA.

Please address inquiries to the Nevada Office

Trade Associations Urged to Combat Cancellation Evil

Holds Anti-Trust Laws Responsible For Lack of Concerted Action

By Gilbert H. Montague

Member of the New York Bar

THE prevalence of cancellation is still pretty closely proportionate to the acuteness of the financial depression in which it occurs, and the progress of educating dealers against it has thus far been pretty slow. The slackening of business during the past few months, for example, has led to an increase of cancellation, and actions for breach of contract by cancellation are being brought with increasing frequency during the past few weeks. A good index of this is the attention which a number of trade associations during the past few weeks have again begun to devote to this evil.

Associations Can Act Effectively

This is a subject to which trade associations might, with perfect legal safety, devote much more effective attention than they have heretofore done. Some associations have been deterred from vigorous action on this subject because their counsel advised them that there might be some danger from the antitrust laws, but judging from a pretty wide acquaintance with the subject and from a constant contact with government officials who are enforcing these laws, I believe that this anxiety has been greatly exaggerated, and that with proper precautions, any trade association should be able to take more effective action without danger of persecution from any federal or state authority. The only effective way of dealing with this evil is by strong action through trade associations, for every manufacturer who individually takes a strong stand for the sanctity of contracts is in danger of losing customers to his competitors who are more tolerant in respect to cancellations.

There are, of course, two sides to the question of cancellation, and sometimes it is equitable as well as good business to permit a good customer to cancel an order and thus relieve him from his contract. This is the argument which is almost always raised in every trade association whenever it is suggested that the association take strong action against cancellation, and when to this argument is added the fear that possibly the trade association may collide with the anti-trust laws, it is frequently difficult to induce the trade association to take a strong stand until cancellations have become so numerous and widespread as to be almost irremediable. If, however, a trade association takes reasonable precautions regarding the legality of this plan and sets up within the association practicable machinery for enforcing it with due regard to all the equities of each case and with proper safeguards against unbusinesslike harshness, the results are generally very gratifying.

What One Company Did

No discussion of this subject would be complete without reference to the great work which American Sugar Refining Company performed practically single-handed after the depression of 1921 in prosecuting traders who ruthlessly canceled their contracts with the company, and in working out equitable adjustments with other traders who found themselves in a position where they had to ask from the company some relief from their contracts. This you will find briefly described in the reports of Earl D. Babst, president of American Sugar Refining Company, for the years 1921, 1922 and 1923, and if you desire to make a more detailed study of this particular situation.

The impending moving season provides occasion for a plea from the Chicago post office for revision of mailing lists. The post office reports that there were 600,000 changes filed last year.

GOOD HOUSEKEEPING & STRATEGIC MARKETING

"ONE big trouble with advertising, in our estimation, is its inclination to claim all the credit for the building of a successful business and gently sidestep the responsibility when a campaign falls down. We think it is this attitude that makes some heads of business accept the statements of their advertising men with the proverbial grain of salt. The fact that a campaign was not a success does not prove that advertising as a business force is ineffectual. It proves merely that advertising was misapplied." From an editorial in Advertising Fortnightly.

No. 6. [If you have not seen Numbers 1 to 5, we will gladly send them.]

John H. Patterson said that no advertisement is large enough for two ideas. Do you agree with him? How many successful pieces of copy can you think of which em-bodied at least two big ideas?



A manufacturer of bedspreads and mater-A manufacturer of bedspreads and materials for draperies, hangings, etc., says that national advertising in Good Housekeeping, to all intents and purposes, "made" their business. The sales of their draperies increased almost 400% in a little over a year, necessitating the erection of an additional factory building. Retail store outlets were necessary and this, the campaign in Good Housekeeping has accomplished.

-GH-

According to Frances Maule, writing in "The J. Walter Thompson News Bulletin", there are four types of women whom the copywriter should have in mind in preparing advertisements. Listed in the order of their numbers and buying importance they are:

The housewife The society woman The club woman The business woman You see, the housewife leads.

-GH-

Groceries

There are 6897 wholesale grocery concerns in the United States. Of this number, 2719 are either retail buying syndicates, or merely handle groceries along with many other lines.

The remaining 4178 firms are devoted exclusively to the wholesale grocery business. And of these, 2383 firms do 78% of the total volume of business transacted in the entire wholesale grocery field.

Knowledge of conditions such as these make marketing questions simpler. The Marketing Division of Good Housekeeping will be glad to confer with you on your proadvertised as opposed to unadvertised articles is clearly shown by some figures recently issued by the National Retailers' Associa-

Two similar articles were placed on sale at the same price, one being an advertised product.

87.6 times the customer bought the advertised article.

3.6 times the customer bought the unadvertised article.

8.8 times the customer had no preference.

Two similar articles were placed on sale at another time, one was advertised and sold at a higher price than the other.

60.6 times the customer bought the advertised article.

24.2 times the customer bought the unadvertised article.

15.2 times the customer had no preference.

The test was made by reputable grocers in representative communities throughout the

GH-



Did you enjoy "Scaramouche" and "Captain Blood"? If you did, you'll have the time of your life reading Rafael Sabatini's thrilling yarn "The Carolinian"—a novel of thrilling yarn "The Carolinian"—a novel of the American Revolution. You'll find the first installment in the May issue of Good Housekeeping, out now.

Here is an interesting fact:

During 1923 there were 29 new furniture accounts deve-loped. Good Housekeeping re-ceived more of these accounts than any other woman's magazine in the general monthly field. Good Housekeeping received 8, three magazines received one apiece, and two magazines re-

ceived none at all.

It is hardly necessary to point the moral.

During a reunion at Dartmouth College, a questionnaire was handed around to the a questionnaire was handed around to the wives of the members of one class. One of the questions asked was: "What is your favorite magazine?" A count of the votes showed that Good Housekeeping ranked first. This, of course, parallels the results of innumerable other investigations.

The predominance of consumer interest in A Remarkable Showing in the Face of Real Competition

By GILBERT H. DURSTON

Adv. Mgr. The Elgin A. Simonds Co. Manufacturers of High Grade Furniture

We have just completed the comparative analysis of the leading periodicals upon which our advertising appropriation for the coming fiscal year will be based. I know you will be interested in learning the results.

I am pleased to inform you that out of the twenty-four leading publications in the analysis, Good Housekeeping came in a very close second. The first place was given to a publication with a circulation of less than 100,000 devoted almost exclusively to highgrade interior decorating. This journal secured a rating of 68.92%; Good Housekeep-

ing was 68.64%.
We consider this to be a remarkable showing for Good Housekeeping as it had to compete with all the leading non-fiction magazines catering to the furniture, decorating and architectural appeals. It also carried nearly 50% handicap due to the large percentage of its circulation which for our purposes was unnecessary.

-GH-



March Good Housekeeping contained a house designed especially for the readers of the magazine. It was estimated that this very lovely small house would cost about \$15,000 to build. To date, about 600 people, who are contemplating building houses, have written to Good Housekeeping, requesting further information about this particular house, the price of the plans, etc. Here you have a very definite illustration of the audience Good Housekeeping reaches.

Why isn't more furniture trademarked? Manufacturers and advertising agencies please

This page appearing now and then, is published by Good Housekeeping in the interests of better advertising and marketing. Address, 119 West 40th Street, New York.

Announcing a New Dartnell Manual

"What a Salesman Shoul About Finance

By J. C. Aspley, Editor "Sales Management" Magazin

WHY does a salesman work? To make money, of course. But what does he want to make money for? In the answer to this question lies the secret of making salesmen put forth their maximum effort.

A salesman works to supply wants. The want may be a home, an automobile, a good time this summer, or any one of a dozen things. But the harder he wants these things, the harder he is willing to work to get them.

When you create in your salesmen the **want** of saving money, you create an added incentive to work. Soon the saving habit becomes fixed and you have a steadier and better salesman.

This new Dartnell manual monly "s ing up a financial reserve, he it distinto business with their savins and equally foolish ways. It will so be finan of the side-line habit.

Other chapters deal with the toblem their finances so that they crake ad to best advantage. It also ms a so of conserving the company's oney a a big expense account doesnalways

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How Many Salesmen Have Become Wealthy

How Saunders Norvell, Samuel Insull and others have grown rich by saving money systematically in their youth and then investing it to advantage. Sells financial reserve ideas.

How to Plan a Personal Budget

A simple and effective method of keeping one's expenses within one's income. Warns salesmen against extravagant living and spending money for "show."

What to Do With the Money You Save

Proves that a salesman who speculates is a fool, and shows how over a life period the man who invests at safe interest and compounds his earnings is ahead of the game.

Should a Salesman Own His Home?

While it is commendable for a salesman to want a home of his own, oftentimes home ownership prevents a salesman from being appointed to positions in other localities that offer greater opportunities.

Life Insurance for Salesmen

Why every salesman should carry life insurance, and a brief description of the various kinds of policies which are available to a salesman. The selection of the agent and the company.

Why Every Salesman Should Make a Will

What happened to one salesman who thought it wasn't necessary to have a will, with the result that the company had to come to his widow's rescue.

PRICES: \$1.10 a copy; \$10.50 a dozen in Boards - \$1.60 a copy; \$15.50 a dozen in Leatherette. Complete Set of Eight D

"I shall be very glad to place one in the hands of each one of my men as soon as it is published."—F. J. Chittenden, manager of sales, Walworth Manufacturing Company, Boston, Mass.

964

"We would be very glad indeed to have you prepare such a manual and if prepared, to place these in the hands of all of our salesmen."—H. H. Cherry, secretary, J. G. Cherry Company, Cedar Rapids, Iowa.

"While the number of our salesme ery small, I want each of them to read the ual as soon as it is completed."—C. T. I ex, sales manager, Stockland Road Made Co., Minneapolis, Minn.

THE DARTNELL CORPORATION - 1801 LELAND AVEN

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aualnoonly "sells" salesmen on the idea of builderve, by it disillusions them in regard to going it saves and squandering their money in other. It will so be found invaluable for curing a salesbit.

the poblem of helping customers to handle hey make advantage of cash discounts and buy also ons a salesman's eyes to the importance pany's loney as well as his own, showing that does always mean big sales.

The Lure of the Side-Line

Air straight-from-the-shoulder facts that will cure as man once and for all of the desire to flirt with sides, and convince him that his best bet is to contrate on doing one thing right.

Spending the Company's Money

Poi out that money saved in traveling expense is equipoten times as much in sales. Illustrated by the of salesmen's expense accounts to prove that the n who spend the least usually sell the most.

Getting a Loan for a Customer

Hop go with a customer to a banker and arrange ab for him so that he can discount your past due had put himself in a better credit position.

Set of Eight Dartnell Manuals \$8.00 on Approval

"When you have finished your book on 'What a Salesman Should Know About Finance,' send us nine copies in board covers."—R. B. Buettell, Buettell Brothers Company, Dubuque, Iowa.

CHICAGO, U.S.A.



Other Dartnell Manuals in this Series

How to Sell Quality

The fifth volume in this series. Tells how salesmen can make buyers want quality instead of price. How they can get the price without haggling, etc. Two thousand concerns use it as a standard manual for salesmen. Now in its third revised edition.

Closing the Sale

Uniform size, binding and price with this volume. Tells how hundreds of successful salesmen get the name on the "dotted line." Describes actual plans and methods to keep down the percentage of "almost" sales and to produce a larger volume of business with fewer calls. Very practical.

Field Tactics for Salesmen

Helps salesmen handle the buyer who "isn't interested," who objects to price, who wants to put the salesman off with promises instead of orders, etc. Over 800 sales executives collaborated. The most popular of the series and worth many times its cost to any man who sells.

What a Salesman Should Know About His Health

Unlike most health books it does not recommend fads or fancies, but is confined to common sense suggestions by one of Chicago's leading surgeons, who was at one time a salesman himself, and who understands the salesman's viewpoint and problems. No salesman can read this manual without profit. A healthy, peppery salesman is going to get more business than one who neglects himself.

What a Salesman Should Know About Credits

Over 1,900 concerns secure better cooperation between their salesmen and the credit department by furnishing this manual to all their men. Recommended by the National Association of Credit Men. Helps salesmen "size up" new customers and prospects from a credit angle, make collections for the firm, etc.

What a Salesman Should Know About Advertising

Shows how other salesmen are "cashing in" on the house advertising. Has nothing to do with the preparation of advertising. Tells how to handle the buyer who wants to "wait for demand" and the buyer who is "down" on advertised brands, etc. Prepared with the cooperation of the American Association of Advertising Agencies.

A Salesman's Correspondence

A practical treatise embodying the best experience of such concerns as Crane Company, Swift & Co., Westinghouse Lamp Co., and nearly two hundred others. Emphasizes importance of reports to the home office, etc. Used as standard manual by over 1,200 concerns.

The Complete Set: \$8.00 in Boards \$12.00 in Leatherette

ideas comanagers sales Managers sellinge pressure

FOR you Sales Managers who have to keep up selling pressure under forced draft—our pethobby is working out new selling ideas. Then we put them into the kind of sales messages that talk the language of the fellows you're shooting at.

Many a Sales Manager has found that new selling ideas—planned, written, produced, delivered complete by this organization have helped boost the pressure curve on his Sales Chart.

If you would like help, too
—write.

Yours for Better Business with Better Business Printing

-R. J. HAUSAUER
President

BAKER - JONES -HAUSAUER, Inc. 45 Carroll St. Buffalo, N.Y.

When You Run Out of Sales Letter Ideas

How Letter Writers Delve Into History to Bring New Interest to Well Worn Sales Arguments

By Maxwell Droke

DOZEN big bulky books, ranging in cryptic title from Aaac to Zyrianovak, stand in stately array on the third shelf of your handy sectional bookcase. Once a week or once a month, perhaps, you refer to a certain volume to check up on your spelling of Poughkeepsie, or to learn whether the Paleozoic period preceded the Mesozoic era and if so, why. But for the most part you regard your encyclopedia, and the history books which snuggle alongside, as the tombs of dead and dusty dates, and other singularly uninteresting data.

Nothing, however, could be farther from the truth. The encyclopedia isn't a tomb; it's a treasure house. Properly employed, it may be made the livest sales correspondent in the office. Bear in mind that these ten, twelve, or fifteen volumes represent the enduring record of mankind, from the very beginning of beginnings. And don't forget that thousands upon thousands of men who lived before your time have been concerned with many of the problems that you are facing right now. Perhaps history can lend a helping hand. Maybe the encyclopedia has something to say on the subject. At any rate, isn't it worth while to dig into the books and find out? Putting History to Work

And that is exactly what some one at the Senreco Corporation has done. The result is a mighty interesting series of sales letters addressed to dentists. I quote from one of these missives, just to give you a hint of the interesting data which may be lurking in history's pages, for you and your business to use.

A couple of thousand years ago, in Rome, lived a man named Celsus.

Celsus, who practiced dentistry, had a simple method of treating decayed teeth. "Parts of a decayed tooth that hurt the mouth should be removed," the old Roman declared. And for this purpose he used a crude iron file.

Dentistry has made many a forward stride since Celsus' day. Today you, in common

with other modern-minded dentists, are concerned in *preventing* as well as curing diseases of the teeth and gums. And SEN-RECO Tooth Paste comes to you as your powerful ally in this vitally important work.

A later letter in the same series is concerned with a more recent period, in the history of dentistry:

John Greenwood, the earnest old man who made George Washington's artificial teeth, once prophesied that the time would come when the dentist (most folks called them "tooth tinkerers" in those days) would rank with the physician in preventing as well as curing disease.

And that time has come. Today, Doctor, as a forward-looking member of your great profession, you face a grave responsibility as the guardian of your patients' health. Just as Greenwood prophesied, your aim is to prevent, as well as to cure, diseases of the teeth and gums.

Intriguing the Reader's Interest

Not long ago the Master Reporting Company—a nation-wide organization specializing in reporting speeches, conventions, etc., drafted history's services very effectively in tracing the progress of the reporter from the picture-writers of prehistoric days, down to the present moment. The outline summed up with this effective paragraph:

It's a long, long way from those crude efforts to the present-day organization of skilled reporters—The Master Reporting Company—who catch, each year, literally millions of winged words, and save them from oblivion. The mission of these modern folk is to lend to the vanishing voice the permanence of paper.

The publisher of a certain reference work has himself employed history to telling effect in stimulating a demand for his book. Here are a few paragraphs from an interestarousing sales letter:

Eleven hundred years before the Christian Era, Tiglath Pileser I ascended to the throne of Assyria and proclaimed himself "king of the world."

King of the world! Yet Pileser's diminutive monarchy would be scarcely a fly-speck on a modern map. The world has grown a deal larger in the last three thousand years. And it is still growing. We are living in a bigger, broader world today than we did yesterday. And tomorrow's world promises even greater expansion.

Columbus spent two weary months in crossing the Unknown Sea. Now, if we don't make the distance in a week, we are peeved

Oklahoma Land Advertising in 1923



The Oklahoma Farmer published 76.7 per cent of the total land advertising published in the two Oklahoma farm papers in 1923.

Oklahoma Livestock Advertising in 1923



The Oklahoma Farmer published 53.4 per cent of the total livestock advertising published in the two Oklahoma farm papers in 1923.

Among the leading farm machinery, farm equipment and farm supply manufacturers who are using Oklahoma Farmer exclusively during 1924 are:

Advance Rumely Thresher Co.
J. I. Case Threshing Machine Co.
Cleveland Tractor Co.
Emerson-Brantingham Implement Co.
Moline Plow Co.
Oliver Chilled Plow Works
Pittsburgh Steel and Wire Co.
Twin City Co.
Page Steel and Wire Co.
H. P. Bowsher Co.
Dempster Mill Mfg. Co.
Schoellkopf Co.
Owensboro Ditcher and Grader Co.
Birdsell Mfg. Co.
Electric Wheel Co.
Bostrom-Brady Mfg. Co.
Coleman Lamp Co.

The Home Folks Know

In just one month—January, 1924— The Oklahoma Farmer carried 3,614 more lines of Oklahoma advertising than the other Oklahoma farm paper.

The states of Oklahoma, Arkansas, Texas and Kansas placed 44,787 lines in the Oklahoma Farmer in 1923 and only 36,926 lines in the other paper.

Oklahoma people are placing most of their poultry, livestock, land and classified advertising in Oklahoma Farmer year after year because it brings them the best results.

There's no fooling the home folks they know. Their patronage is conclusive proof of the Oklahoma Farmer's quality and ability to produce.

They know the protection the Oklahoma Farmer gives its reader interests through refusal to accept questionable advertising.

They know the intimate personal and technical knowledge of Oklahoma farming that long study and intensive service have brought to Oklahoma Farmer editors, and that are theirs through The Oklahoma Farmer.

These home folks know.

Business men in other parts of the country who are ready to invest in the Oklahoma market are safe in following the sound precedent established by the "home folks." These Oklahoma advertisers KNOW.

ARTHUR CAPPER The Capper Farm Press MARCO MORROW Ass't Publisher

Topeka, Kansas

New York

Chicago

Detroit

Cleveland

Philadelphia

St. Louis

Kansas City

Omaha

Oklahoma City

San Francisco



Thousands of Ideas like these —to help you sell!

"Working the Tank Town by Mail"

"Sales Letters that Touch a Live Nerve"

"A Plan that Sold a Car an Hour"

"How to Inspire Salesmen to Work"

"Is There a Better Way to Pay Salesmen"

"Teaching Salesmen to Sell the Full Line"

"Experience With Sales Contest Prizes"

"Should Salesmen Be Bonded?"

etc., etc., etc.

Bound Volume V of "Sales Management"

1165 pages, giving the experience of thousands of concerns with the very same problems that confront you. A great big book that you can use every day in the year. No sales library is complete without it.

On 10 days'approval ___\$6.00

The book is heavily bound in buckram and lettered in gold. Only a limited edition has been bound and most of the copies have been ordered in advance. Order now if you want to make sure of a copy for your library.

THE DARTNELL CORPORATION New York Chicago London

at the pilot. A youngster scarcely old enough to exercise a safety razor can readily remember when China was a vague, mysterious land, existing only in story books. It didn't belong in our world at all. Now it is a next-door neighbor. The Far East is getting nearer all the time.

Yes, the world is growing bigger every day. And as it grows, are we growing with it? How about your individual world, and mine? Are they growing as rapidly as this big old sphere of ours?

From this point the publisher went on to show how his reference work would aid the individual in keeping pace with a changing world.

History Collects Modern Bills

History may even play its part in the preparation of a collection letter, as evidenced by this very successful example, employed by a mail-order book concern:

The Latin word for what has been called "The root of all evil" is PECUNIA. It is derived from PECUS, the word for cattle. Cattle, it is believed, was the first medium of exchange, the first standard of value.

Tobacco, in our own early Colonial days, was the standard of value. In some parts of Africa, it is still bottles of trade gin. In various other times and countries it has been iron, tin, copper, silver, gold. When a man's store was depleted he was no longer a Freeman, he might very readily be reduced to a state of slavery.

Today, all over the civilized world, we have but one real standard. It is no longer cattle or tobacco or gin or metal. It is something far more precious, something far more easily lost. With it you can trade in any market; without it you are suspected and shunned.

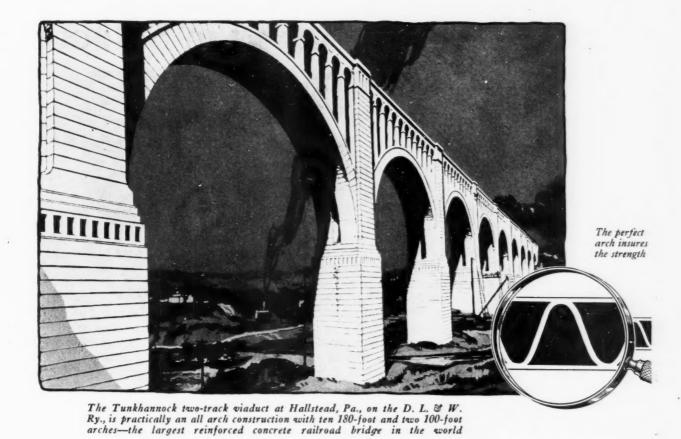
The standard of a man's worth today is CREDIT.

The time may come in your own life or in the lives of your children, when you will need this priceless asset, need it above all other commodities.

And yet you are losing it—throwing it away. Before we shipped your Mentor volumes we had your credit investigated. It stood the test. But will it stand the test of other houses in the near future? It is so much easier to hold what you have than to build it up anew.

For the sake of your own good name, for the sake of the credit that may mean so much to you in the future, we urge you to send us your check by return mail.

So, next time you're searching high, low, and in between, in quest of a sales letter idea, why not turn to the encyclopedia and history? They really are not as deadly dull as they look, you know. Maybe you will find a suggestion from the pyramid period that will help to sell soap, suspenders, or sealing wax, right now, in the good year 1924.



Mid-West Box and Railroad Bridge both use the Arch for Maximum Strength



800 lbs. on a Mid-West waterproof box for two minutes, with the hose turned on. Result wet, but as good as before. The increasing use of Mid-West Boxes in your field is entirely due to their filling a need— BETTER

THE high, strong arch construction of the selected corrugated fibre board in Mid-West shipping boxes has reduced the shipping losses of hundreds of big shippers by 30% to 70%. Numerous tests have proved it. The great resiliency of the arch and its ability to neutralize shock, vibration, pressure and hard knocks are assets not found in wooden boxes or in ordinary corrugated boxes where the degree of quality is proportioned to a low and alluring price.

In a railroad bridge the arch must be built to conform to specifications. Similarly the Mid-West corrugated shipping box is built up to a superior quality rather than the easier way—down to a price. Highest test liners and carefully selected materials insure maximum protection to each shipment.

Your particular shipping problems will receive first hand analysis at your plant by one of our expert engineers upon your request. Simply write—no obligation.

Three Distinctive Mid-West Features

Waterproof Container: Is everything its name implies. Triple Tape Corners: Stop tapes from splitting and peeling.

Offset Score: Insures tigit closing contact of an flaps.

Our "Perfect Package" Data Sheet is free on request

MID-WEST BOX COMPANY

General Offices

18TH FLOOR CONWAY BLDG. CHICAGO, ILL.

Corrugated Fibre Board Products



Factories

ANDERSON, INDIANA

KOKOMO, INDIANA

CHICAGO

CLEVELAND, OHIO

FAIRMONT, W. VA.

Some Pitfalls to Avoid in Selecting a New Trade Name

Frequent Duplication and Claims of Prior Use Cause of Ceaseless Litigation and Expense

By Will G. Caldwell

OW far can a manufacturer safely go in rendering service, or assisting customers by means of a department or activity which is not directly connected with the actual solicitation of orders? On one side we have the manufacturer who feels that his customers ought to know just what they want, and how to use it. He feels that his duty is done when the goods actually purchased and paid for are safely loaded from his shipping platforms. On the other hand we find many manufacturers who take the exact opposite viewpoint. They are not content to wait until the customer is in the market—they create a market for their products; after the market is created and the merchandise sold, they go to great lengths in instructing or educating or helping their customers get the utmost in value from that product.

Service Policy Is Business Builder

The policy of many concerns whose service to customers virtually just begins with the delivery of an order has been described in various articles which have previously appeared in "Sales Management" Magazine. Readers will remember the story of the International Harvester Company and their methods of conducting a lecture bureau to foster better farming methods; the account of the work being done by the Bankers' Supply Company in furnishing a complete advertising service to bankers; and the more recent story of the Joseph & Feiss Company in helping their dealers sell hats and shirts, even though these dealers can buy nothing but men's clothing from the company.

This unselfish service rendered by manufacturers is more than philanthropy—in fact it isn't philanthropy at all—it is just plain good business. It welds the customer to the manufacturer and creates an entente cordiale that slick salesmanship and

price-cutting competitors find too difficult to break down. This policy has been proved profitable in so many cases that it has become one of the leading tendencies in sales work. Just recently a big hardware jobber in Louisville, the Belknap Hardware and Manufacturing Company, moved into its new building and sent broadcast invitations to dealers to come and visit the model store which they have installed in the new building. This store will be used as a guide to hundreds of customers and prospective customers in laying out a store that sells hardware with the least possible lost motion and expense.

The experience of the American Laundry Machinery Company in creating, by means of advertising, a better understanding between laundries and the public, is well known to nearly everybody in the sales world. We could go on citing examples of this kind indefinitely, but the purpose of this story is to tell how one concern—one of the largest of its kind—has developed a unique service which has saved thousands of dollars for their customers and prospective customers by aiding them with their trade mark problems.

A Bureau of Trade-Mark Service

We refer to the United States Printing and Lithograph Company of Cincinnati, whose library of trade-marks is perhaps one of the most complete and carefully maintained in existence.

In their Bureau of Trade-Marks they maintain on file an indexed list of 789,420 brand names, including a complete copy of the United States Patent Office records of registered brands and trade-marks. Of course this figure is rapidly increasing as new trade-marks and brand names are constantly being admitted to registration.

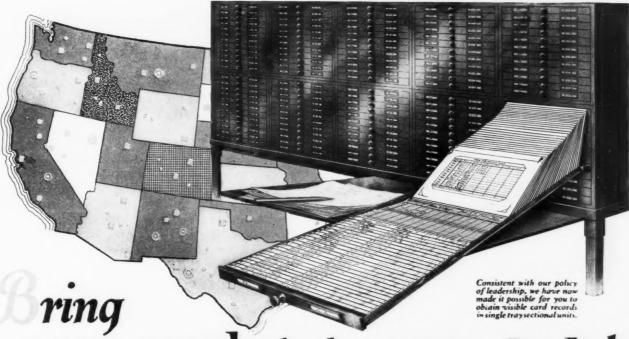
This bureau, which is at the serv-SALES MANAGEMENT FOR MAY, 1924 ice of any concern, whether a customer of the company or not, was started many years ago as a part of the service rendered by the label and carton department of the company. The scope and importance of this service is shown by some figures given a representative of the Dartnell Corporation by Wm. Klusman who has charge of the bureau. Up to March 1, 1924, 9,246 concerns have been served with trade-mark information; 20,775 names for 6,429 concerns have been investigated. This investigation has prevented duplication of 3,362 names by 1,954

In addition to the work of searching records for duplication of names the company also suggests and originates brand names when requested. They have originated and suggested 5,802 brand names to 863 concerns.

How the Bureau Works

A few incidents related to the writer by Mr. Klusman will show the importance of a careful search of patent office records before a new name for any product is adopted. Take the case of an eastern baking powder manufacturer whose brand name had been in use on labels manufactured by the United States Printing & Lithograph Co. for more than forty years. Several years ago a western manufacturer in the same line was found to be using the same name. He claimed prior rights to the brand. Consultation of the records proved that the eastern manufacturer had prior rights and the western manufacturer was obliged to abandon the name after spending much time and money in promoting it.

A well known polish manufacturer invested more than \$25,000 in promoting a brand of polish. After the product was successfully launched on the market and a fair trade developed another manufacturer claimed rights to the name.



markets to your

THOUSAND miles from where you sit, Mr. Sales A Executive—how is your business prospering there? Do you know? Can you visualize each market city by city, town by town, dealer by dealer?

In Denver, Des Moines, Duluth - or a hundred other points - if you could pass swiftly across their rooftops and see conditions there, could you not direct sales more effectively?

Do you realize that those markets can be brought to your desk? Rand VISIBLE Records will picture them, chart them. A sweep of the eye down a Rand color-signalled record gives you the facts. No digging for data. It's visible - plain as the palm of your hand.

Thousands of sales executives are cutting costs, maintaining business control and keeping a safe jump ahead of competition because of their Rand VISIBLE Records. The instantly available data that you can get from a Rand will keep you on top of your job. Rand offices in principal cities and a Rand service staff of 200 salesmen-specialists are at your call to help visualize your present records or to plan new ones.

> RAND COMPANY, Inc. 304 Rand Building, North Tonawanda, N.Y.

James H. Rand invented VISIBLE Records. There have been imitators of Raind systems, but the genius which created leadership has continuously maintained it.

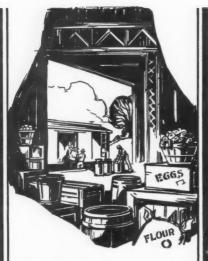
A few of the thousands of users of Rand equipment:

The work the thousands of user of Rand equipment:
Ford Motor Conpany
Atkins Saw Company
Atkins Saw Company
Western Electric Company
Ricaby Company (Realtors)
Standard Oil Co. (of the World)
Franklin-Simon Company
Hart-Schaffner & Marx Company
Hart-Schaffner & Marx Company
Hart-Schaffner & Marx Company
Hart-Schaffner & Sons Company
William Filene's Sons Company
National City Bank
White Dental Manufacturing Co.
Mennen Company
General Motors Corporation
Buffalo Police Department
Statler Hotels
Baltimore Sun
University of California
Curtis Publishing Company
State of Penn.—Tax Division
Southern Pacific Railroad
Detroit Edison Company
Michigan State Telephone Co.
Dallas Railway
American Multigraph Company
Ingersoll-Rand Company
Leston Company
Aluminum Company of America
Merry Optical Company
Clip This Coupon

Clip This Coupon - check departments in which y are interested and mail with your letterhead and

Company, Inc., North Tonawa D Receiving D Follow-up 11 Ledger ☐ Employs [] Shipping ☐ Cost ☐ Signature Name Address Executive C RANG COMPANY, INC., 1924





Pooled Shipments Save Money For You ~

MANUFACTURERS of varied articles and producers of perishable and semi-perishable foodstuffs in many sections of the country have learned the advantage of pooling their small shipments into carload lots and handling the distribution in the Louisville area through Pickrell & Craig Company. Here we have every facility for unloading, assorting, distributing, making all necessary LCL shipments, pro-rating costs, etc.

Our Distributing Warehouse is centrally located for this important service. We are entrusted with the distribution of more nationally advertised products than any other selling organization in the United States; and are, therefore, able to pool shipments from various parts of the country—bound for the same destination from our warehouse—and pro-rate the freight saving. Pickrell & Craig can handle your products so that you get the best possible distribution at the lowest rates.

We Issue Negotiable Warehouse Receipts

Our big warehouse is equipped with modern labor-saving devices, has lowest fire insurance rates, complete cold storage, experienced and efficient personnel. Established and responsible, our business has served and grown for more than twenty years.

Pickrell & Craig Warehouse Receipts are negotiable at any bank.

Let Us Give You Full Details of Our Service



The second manufacturer's claim proved to be justified. Fortunately the second firm was willing to sell their rights to the name for \$8,000 which was gladly paid to avoid the loss of prestige and consumer demand which had been built upon the name. A search of the records would have saved this \$8,000.

The carelessness displayed by many manufacturers in selecting a brand name without a careful search of the records to insure against duplication would be amusing were it not for the seriousness of the mat-A New York manufacturer spent more than \$200,000 exploiting a brand name; an extensive advertising campaign and vigorous sales efforts soon put the brand on the market. Just when the product was becoming known all over the country and was enjoying a heavy sale, a competitor bobbed up with a claim of priority rights for the name. The ingenuity of one of the men in the advertising department was responsible for salvaging part of the goodwill attached to the name, for he conceived the idea of spelling the name backwards, which enabled the offending company to announce the change in name without completely losing the identity of the original brand. However, it cost at least \$50,000 to advertise the change, and re-design the packages, labels and other printed matter.

Safety First in Choosing Name

There is such a vast number of names now on the market that it is unsafe for any new name to be adopted without careful investigation. The bureau of the United States Printing & Lithograph Company was established as a dual service to protect its present customers against infringement and to assist new and prospective customers in selecting names which are safe to use and exploit and which are subject to registration and protection. It often happens that the infringing concern is entirely innocent of any intent to harm any existing name, the only charge against them being carelessness in not making a careful investigation before adopting the name.

Already there is a vast duplication of names. For instance, there are literally hundreds of names which in one way or another incorporate the name "Diamond"—there is Black Diamond, Red Diamond, Diamond Edge, Blue Diamond, and scores of others. "Star" is another favorite brand name, and in almost every line we find the same products, packed or manufactured by competing interests but called "Star," or Red Star, Blue Star, Three Star or Five Star, or some other variation of the popular name.

In the records of the Bureau of Trade-Marks maintained by the company Mr. Klusman states that every name is cross-indexed so that any variation of a name may be instantly detected. For instance under "Diamond" the cards all read, "See Red Diamond, Blue Diamond, etc.' With this elaborate system of cross indexing the chance of partially conflicting names is almost entirely eliminated. On each card bearing the name of a trade-mark there is a complete history of the mark—when it was first registered and used, the name of the product or company it identifies and all other necessary information.

Why Names Are Coined

It frequently happens that a company in bringing out a new name, will select as many as thirty tentative names and find, upon investigation, that all of them are either registered or already in use. This accounts for the many coined words and phrases which are coming into use as brand names. It is often easier to coin a name which is not in use than to select a name which some other concern is not already using.

A consultation of the patent office records is not enough to insure against duplication of names; of the 789,420 names on file at the Bureau of Trade-Marks, only 224,918 are registered, whereas 564,502 are unregistered. Many of these unregistered names are subject to protection under the common law and many suits have resulted from the duplication of unregistered, as well as registered names. Hence, a careful search of the files of unregistered as well as registered names is necessary if the manufacturer or producer is to be insured against duplication.

In spite of the many thousand requests for information on trademarks and brand names the United States Printing & Lithograph Co. is equipped to handle many more requests than it receives, and is always glad to aid in making trademark investigations.



Where do

your salesmen begin?

YOU cannot buy anything that you never heard of.
The first step in buying any product is knowing that it exists.

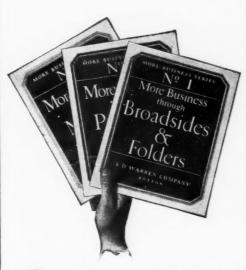
Somebody has to establish in the minds of your customers the knowledge that you are in business to serve them.

Do your salesmen have to do this? It takes time. It takes many calls. It means that your salesmen have the job of establishing acquaintance and confidence with some groups and of rendering actual selling service to others. On almost every call there is a different starting-point.

Much of this work of getting possible buyers acquainted with your house and your goods can be done by mail. You can introduce yourself by letters, by circulars that say something, by folders and booklets that are worth reading. Direct advertising done by means of good printing gives your salesmen a definite starting-point.

With each prospect they can begin with those things that salesmen can do better than advertising, instead of going over ground that advertising can cover better than salesmen.

If you are not using good printing to establish contact that will lead to good business, call in a



The "More Business Series" is the title of a group of books that tell in simple language how to prepare effective direct advertising.

You'll find these books interesting as well as helpful. You can get them, as they are issued, without cost to you by addressing S. D. Warren Company, 101 Milk Street, Boston, Massachusetts.

good printer and let him tell you how it is done.

Good printing is the most economical kind you can buy, because good printing attracts favorable attention and gets a hearing for your message.

Printing that isn't read isn't profitable. Your printer would rather give you good printing, that will be read, that will interest people and induce them to consider your product favorably.

Good printing invites reading. It gives you the chance to interest people in your product, to tell them why they should buy it.

And, when people know why, and how they can profitably use what you make or sell, they are likely to buy your product and become permanent users.

Good printing requires good paper. Ask your printer which of Warren's Standard Printing Papers is best to carry your business message.

S.D. WARREN COMPANY, 101 Milk Street, Boston, Massachusetts

WARREN'S STANDARD PRINTING PAPERS

Warren's Standard Printing Papers are tested for qualities required in printing, folding, and binding

Why I Don't Believe in the Straight Commission System

Replacement Problem Too Expensive to Justify Added Incentive Gained from Putting Salesmen "On Their Own"

By William L. Fletcher

ERE'S what happened in one company recently—and this case is typical of half a dozen we have studied carefully. Things were not going very well. Sales were fair but a sort of lethargy permeated the whole organization. Nothing was quite right anywhere. Something must be done. "Let's put the salesmen on a commission basis!" After the usual talk, the deed is done. Of course, the idea is "sold" to the salesmen—at considerable expense to the company.

Immediately the sales went up, that is, some of the men began to work harder than they had been working and got the business they would have gotten before if the sales manager had used the toe of his boot more and his ears less. Every sales force has on it a number of good men who are doing only from fifty to sixty-five per cent of the work of which they are capable.

Hitting on Three Cylinders

These men are better salesmen than their bosses. The boss never sells them anything but they sell excuses and objections to the boss every week. Pretty good gamblers, these fellows. I know 'em and love 'em and think I understand them. They never worry because they can get new jobs any time they want them. When they have to work they can and will work and produce; and once they get started, they like it. Figuratively speaking, they will never go swimming themselves, but if you will kick them off the dock and make them swim they will like it and like you for kicking them off the dock. These men will increase their sales when they are put "on their own" and it is about these fellows that most of the articles on the salary vs. commission proposition

At the other end of the scale are the weaklings—the fellows who have been hanging on by their

teeth. Good personalities, interesting talkers, clever salesmen of their own services. But somehow they can never quite understand what it means to put teeth into a sales argument. Strategy, finesse, suggestion, logic-these words mean nothing to They don't wait until the commission arrangement is put into effect to start hunting new jobstheir hooks are carefully baited and the lines thrown overboard at the first intimation that the meal ticket is about used up. (These chaps, by the way, are the ones who make liars of conscientious, God-fearing, go-to-church sales managers when said sales managers are asked for references.) Everyone is glad to get rid of them but no one wants to

The Middle Class Pluggers

So far so good. The best men will admittedly work better on a commission than on a salary basis. The weaklings, or third raters, will quit and are better out of any organization than in it. They are the fellows who make your overhead so high. But what about the middle class pluggers-we call them C grade men-whose middle name is timidity? They are the fellows who get worried quickly when things begin to go badly. Some of them would be excellent men if it were not for nagging wives at home. As a rule the women like to play it safe. On a salary basis these men are excellent employees. They are usually very loyal, amenable to discipline, careful in their reports and steady producers-but they can't stand worry. In order to work effectively they have to know that when Saturday night comes around they are going to be able to pay the grocer and put five dollars in the building and loan association. Now the trouble with the commission basis of compensation is that these men can't stand it. Even drawing accounts do not help this class of men very much. With their single track minds they cannot sell merchandise or ideas and at the same time be thinking whether they are going to earn \$60 or nothing this week in place of the old \$40 plus expenses. Gradually they quit.

Then comes the replacement problem. And with the replacement problem comes real trouble. Sales begin to fall off because the force is diminished by the loss of a few of the C grade pluggers. New men must be located. This usually means advertising and traveling expense. While the sales manager is away from the office the work of all the salesmen suffer. Nothing ever runs quite so well when the boss is away as it does when he is at home. The long planned trip to Louisville to "run over the territory" with Jim has to be postponed because Peter out in Buffalo has gone with another house and his position must be

The Drawing Account "Lemons"

If a C grade man has just quit a job because he can't stand the basis of compensation, it is obvious that no other C grade man will take the job unless he has been reduced to a position where he has to. In such a case the job is temporary so far as he is concerned. This means that Mr. Employment Manager, nee Sales Manager, is going to get a Class A man or one of the gentry known as drawing account artists. Ninetynine times out of a hundred he gets a big, green, sour lemon. After the shift—ask any sales manager a year after he tries it. When you have done this, ask some sales manager what results he got when he shifted from a commission to a salary basis. I don't know what you will hear, but I heard of one company recently which is using five salaried men this year in place of twenty-five commission men last year, and the business of this company is increasing very satisfactorily.



It is difficult to picture the vastness of the field covered by more than 100,000 daily readers. From the top of the Monument on the Circle you can see the fringes of Indianapolis. But there is no eminence in Indiana high enough to afford a view of STAR domain. From the Ohio River north to the Calumet, THE STAR is recognized as a friendly, dependable Hoosier institution. The force of its advertising, recorded on the cash registers of local stores, is intensified by good roads and other lines of travel that grape-vine the state. Fields and farms and the environs of a hundred cities and towns pay tribute to Indianapolis through STAR influence.

Covering Two Classes

THE STAR is a "rural-urbanite" in its habits. It spends its time in the city and in the country, just about half and half. In the distribution of its immense circulation it represents to a close degree the distribution of the customers of Indianapolis retail stores. While the percentage of rural and sub-urban business varies in local stores, ledger pages prove that a tremendous volume comes from the territory within seventy miles of this city.



Potential Richness

More than forty thousand people come to Indianapolis every day by electric lines, steam roads and motor bus routes. It is as if a populous city were lifted bodily and set down within our gates each day. There are large and definite rewards for the advertiser who cultivates this fertile field.

\$15,000,000—and more!—represents the annual business brought to Indianapolis stores from the trading zone by STAR subscribers alone.

THE INDIANAPOLIS STAR

KELLY-SMITH CO. Marbridge Bldg., New York Lytton Bldg., Chicago GRAVURE SERVICE CORP. 25 West 43rd St., New York

R. J. BIDWELL CO. 742 Market St., San Francisco Times Bldg., Los Angeles

A secret that is no secret at all

The astounding progress of the Macfadden Publications is, and has been for several years, the wonder of the advertising profession.

One magazine in this group (True Story) has added more than one million, two hundred thousand to its circulation during the past year.

Another (True Romances) started at scratch less than a year ago and has now reached the half million mark.

The print order of the April number of Physical Culture was 390,000, the largest in the history of the magazine.

Macfadden Publications, Inc., is now publishing and distributing nine magazines with a total gross circulation of more than 4,000,000 copies, carrying 160,000 lines of advertising each month.

This growth in circulation and in advertising is unparalleled in the history of magazine publishing—and today the Macfadden Publications are in a stronger position than ever before as concerns stability and possibilities for increasing circulation, as well as for their record for bringing results to advertisers.

Indeed, since each copy of each Macfadden Publication is made to sell at a profit, it is doubtful whether there is any magazine publishing house in the United States which is founded on a sounder economic basis.

These facts must stimulate more than a mild curiosity in the minds of those whose business it is to buy advertising, to sell advertising or to write advertising copy.

Various reasons have been given for our advancement by those unfamiliar with this organization.

Most of those reasons, as they have come to us, have been little more than vague guesses; a few have been fairly good guesses; all have been more or less inaccurate or inadequate.

Yet there is no secret about the means by which our growth has been accomplished.

It is, and has always been, based on one single, fundamental idea —the idea of one man.

That idea has been amplified through the editorial pages of this group of magazines and merchandised, at the full price per copy, through legitimate channels just as any other product of merit is merchandised and distributed.

The man who is responsible for these unparalleled achievements is Bernarr Macfadden.

For more than a quarter of a century Mr. Macfadden has had an opportunity to study the minds and the problems of the American people as has no other man in our day.

When in 1898 he asserted that the wearing of corsets was harmful to women; that the body, as the temple of the soul, was worthy of as much consideration as any other attribute of success and happiness; when he advanced the theory that diet and exercise and the perfect freedom of the body were necessary to the health of a people and that most of us were taking too many pills and powders he was not listened to with the respect that greets his words today. When he said that children should be started in life with a fine, clear, truthful conception of sex and its relationship toward life, he was the subject of frequent denunciation.

Now, most of the reforms he has advocated for more than twenty-five years have come to pass.

Then he was radical—now he is conservative. During that twenty-five year formative period Mr. Macfadden, through the thousands of letters he received and through the personal requirements made on his time, came closer to the heart of humanity than any other man ever came before.

Without having become a member of either profession, Mr. Macfadden has combined the experience of both the doctor and the lawyer, and to these he has added the privilege of the publisher, producing a group of magazines that go straight to the great mass of people with a vital message.

That is the only secret of the growth of this organization—a secret which is in reality no secret at all because the facts are open to the scrutiny of any investigator.

There are no locks or bars or keys to the offices of the Macfadden Publications.

Everything we possess in the way of figures, documents, statistics are open to any person who is interested in really finding out what is taking place on the top floor of the Macfadden Building at 1926 Broadway.

In our next announcement we shall tell you more about our ideals, and give you further facts concerning our activities that will open your eyes and tell you something about the public which you, as an advertising man, must know if it is your job to go to that public with a message of your own

MACFADDEN PUBLICATIONS, Inc.

New York City

TRUE STORY
PHYSICAL CULTURE
TRUE ROMANCES

METROPOLITAN DREAM WORLD DANCE LOVERS

MOVIE WEEKLY TRUE DETECTIVE MYSTERIES MUSCLE BUILDER

The Kind of Sales Manager Who Builds an Organization That Endures

By R. R. Deupree

General Sales Manager, Procter & Gamble Distributing Co., Cincinnati

In his position as general sales manager of the Procter & Gamble Distributing Company, Mr. Deupree has many product and division sales managers reporting to him. Back of his experience as a sales manager his career with the manufacturers of Ivory Soap and Crisco can be traced back to the time when he was a cub salesman just out of the accounting department of the company. This article is a portion of his address at the dinner of the Sales Executives' Division of the American Management Association in Chicago April tenth.

THE real big difference between sales managers and sales managers is—one of them will take an idea and develop it. He will get every ounce of meat that there is in it out of it. The other one either discards the idea as being worthless without thinking about it, or passes it on to his sales force in a perfectly hum-drum sort of way.

One man is a sales manager in the real sense, and the other is holding his job by sufferance. One man has the spark and the other man is short-circuited.

I can think of men in our own company who will jump in and capitalize the slightest piece of information, or the slightest idea advanced to them, will work it hard, and get three or four times the results of some of our other men, and it takes a lot of effort on the part of the home office organization to get a certain type of man to turn his mind quickly enough in the right direction on helpful ideas.

When Desks Are Tombstones

We have a term which we use now and then with men, which is this—office sales managers.

For some unknown reason, the average salesman who has worked his way through from field work, and is made a manager of men and given a desk, seems to get the idea that he cannot be away from that desk or the business will not go right.

I venture to say a desk has ruined many a fine man. It is unfortunate that we have to have them. A manager of sales, a manager of men, who does not travel around and keep familiar with the ever-changing conditions in his territory by seeing them himself, and who does not meet his organization right on the field where things are fresh and where the picture is true, is certainly getting very much less out of his job than the job is entitled to.

It seems to me that that is performing a real duty to your company and to your sales organization, for it increases the consumption of the kind of goods you are selling. It is not merely taking it away from a competitor.

The Executive Who Creates Profits

A manager gains a great deal with his men through a move of this kind. It stamps him as a man who is thinking. It gives him a firmer standing with, and increases the respect of his organization for him. It vitalizes the work of the entire organization. It is something which hardly can be measured.

The next thought I have is the planning of the sales manager to increase tonnage on a better-profit line where he is handling several products. We all know that today a large business has a number of items in it which do nothing but carry overhead. The profit is negligible, and we have to look for our profit on specialties.

As an illustration of what a sales manager can do to increase profits, I am reminded of one of the sales managers in one of our shortening departments. On a trip to Canada he discovered a very popular biscuit which was being made on a commercial scale by Canadian bakeries. This biscuit requires a considerable amount of shortening, and if introduced in this country would create a big volume of new business for our shortening.

This sales manager set to work

to obtain an outlet for these biscuits on this side of the Canadian line. He has just completed arrangements with one large organization to bake and sell these biscuits in this country. He has induced one bakery to invest more than \$50,000 in equipment and machinery to bake them. He has several other large baking organizations practically ready to go ahead, all of which will probably use large quantities of our shortening if the biscuits become popular.

That is an illustration of the work that a sales manager can do to increase profits. It demands respect, not only from his men but from the officers of his company. Men like that are sure to go ahead, and I believe such opportunities are present in every business big enough to use a sales manager.

Possible or Impossible Quota?

After sales planning, comes quota setting. Quota setting is not only helpful in giving a goal to the sales force, but it is a measuring stick for the company to judge a salesman's work; and for the salesman to judge his own work, and the deeper significance of quota setting is the fact that the manager setting the quota must know conditions in the respective salesmen's territories. It is a whip on him to know his job so that he can intelligently set a goal for his men.

I want to give you just a personal feeling that I have about quotas. You may not agree with me, but our experience at least has proved it, and that is, I believe you should not set a quota reaching to the moon, and have the salesman miss it thirty-five or forty per cent. I think it is demoralizing. I think a quota should be placed on what

NEW HAVEN

CONNECTICUT

A Versatile Field

Long famed throughout the world as a specialized center for the manufacture of metal wares. New Haven is also noted for the great diversity of its productions. No city of its size in the United States has so great a variety of manufacturers. Over 800 industrial plants, employing more than 45,000 wage earners are engaged in the making of fire arms, ammunition, hardware, sporting goods, rubber goods, foundry and machine shop products, clocks, watches, corsets, mechanical toys, steel and copper wire and wire rope. The finished products of these industries are valued at over \$200,000,000 annually.

THE NEW HAVEN REGISTER

blankets The New Haven Field, with a circulation of over 38,000 copies Daily and Sunday average net paid, a circulation greater than the next two papers combined. During the year 1923, The Register carried 11,331,981 lines of advertising, a lead of 4,323,456 lines over its nearest competitor.

The JULIUS MATHEWS SPECIAL AGENCY

Chicago New York Boston Detroit

seems to be a reasonable increase to expect in your business. It should be placed with the idea that the salesman by doing good work will hit 100 per cent and more. Some men will argue that, to put it on a reasonable basis, the salesman ceases to work once he sees that he is going to reach his quota. Our experience has been the other way. The salesman will go over that quota many times. I have never seen him stop on the 100 per cent mark; as a matter of fact, he has gotten the sales fever, and when he is running that strong, he cannot

A man who is going to build a sales organization must certainly create in his mind an ideal. Without an ideal, he can get nowhere. He must visualize the characteristics of the organization he wants. He must see that organization function in his mind's eyes. He must think of the men who would be best suited to carry out his plans.

Starting with that, a man will say to himself, "Now, what kind of men do I want?"

Now, usually a man creates in his own image. It is true biologically. It is true mentally. It cannot be helped, and right here I want to make the point that it will be very difficult to create an organization stronger or different from its leader. A man does not create in this world what he might wish for, but he creates that which he is.

"Fair Treatment-No Favorites"

We will make a practical application of it. A man cannot be of the type that is willing to misrepresent, evade, cut corners, etc., in order to put over a sale at any expense, and expect to build a sales organization of men who carry a true ideal and who will believe in doing the fair and proper thing for the company under all circumstances.

A man to select a proper organization must be a proper man. He must have the proper ideas and ideals in order to attract, and, I will say, to know men who can carry that ideal into execution.

Therefore, to build your organization, a man must get himself right first and then put whatever is the proper amount of time and effort into seclecting those men with characteristics which can be built on to carry out his work.

The job of selecting personnel can be done on a guess or guarantee basis, depending upon the sales manager.

When you have your organization selected, it seems to me the next stop is your method of handling it.

I put down "fair treatment—no favorites." From my own personal experience, I want to say that it is very hard to show no favoritism in an organization. You are bound to have your likes and dislikes in any body of men. Some personalities just naturally appeal to you, but I think if you get this viewpoint on your personnel, it will make it easy to handle them without favorites. I'll take an extreme case.

We will say that you have a man in your organization of whom you are very fond, and yet it is quite clear that he is not producing. We will say the man is married, has a number of children, and you know for him to lose his position would work a great hardship upon him and his family, and your tendency is naturally to be what we will call "soft" with that man.

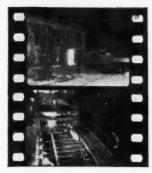
Sentiment and Sales Policy

You say that it is sentiment, and sentiment belongs in business. I agree with you. As a matter of fact, sentiment is probably one of the largest controlling factors in business; but sentiment has no place in forcing you to do something which is wrong—wrong for your company—wrong for the man in question—wrong for you and wrong for some other man who should have that position.

It is a mistake to feel that sentiment should let you deprive your company of the service of a proper man in any position. It is certainly wrong for the man you are keeping because you are not running a charitable organization. You are running a business and no man can hope to continue in a position that he is not qualified to hold. It is certainly wrong to you and hampering your progress, and, last but not least, there is some deserving man who has the capacity to fill the job.

You don't have to show favoritism in your organization to be liked by your sales force. What a man must have above all things is the absolute respect of every member of his force, and believe me, they know when you, in a moment of weakness,





At the last pass, the rods five abreast attain a speed of a mile a minute



Hot reductions are ended. The rod is drawn cold through a die and becomes wire



The largest rope machine in the world, capable of making eighty tons of continuous rope, has a special building all its own.



Filming the big idea

HE father of the Brooklyn Bridge, and before that, the great suspension bridge at Niagara—John A. Roebling, in the early 40's, began the manufacture of the wire rope which made these great structures possible. When the founder died, while the Brooklyn Bridge was being constructed, his son, Col. Washington A. Roebling, completed that work and ever since has continued the manufacture of wire rope and wire products.

The Roebling Company has one big idea to get across to the trade—the idea of a quality product.

Lectures and invitations to visit the plant reached only a small part of its market. An Industrial Motion Picture seemed the ideal method of presenting the story, and the Pathéscope Film Service recently completed the picture, entitled "Heat Number X." This shows the manufacture of wire rope, from raw material to finished product, and gives ample opportunity to dwell on the care exercised in selection of materials, physical and chemical tests, and the multitude of details that go to make up what are implied in the one significant word "quality."

Getting the idea across

With this picture the Roebling Company, through their home and branch offices, are able to go to engineering societies, technical schools, conventions and meetings in the mining, lumbering, con-

tracting, marine and mechanical engineering industries, literally taking the plants to the prospect, in pictures, and show the reasons for Roebling quality.

Our client writes

"Soon after the work on the production commenced, we were assured we had not erred in judgment in selecting your company as producer. The enthusiastic reception by all the different types of audiences to which it has been shown, and the many favorable comments we are continually receiving, convince us that your company has established a standard in the production of our picture which will be difficult for other companies in your industry to attain."

In the production of Industrial Motion Pictures we are able to set and do set a high standard and we live up to it, because we do all the work ourselves-assume undivided responsibilitywrite the scenario, take the picture, make the prints on either "theater" or "safety standard" film, and assist in arranging suitable distribution. We bring to the work years of successful experience in a wide range of industries, an organization that is well-balanced and adequately financed, a permanent staff of writers, directors and cameramen trained in the requirements of business and advertising as well as in artistic production, and a modern laboratory thoroughly equipped.

Our service is supplemented by our own projector, the New Premier Pathéscope, which can be used by anyone, anywhere, any time, without violating municipal, state, or insurance restrictions. Every New Premier Pathéscope bears the Approval Seal of the Underwriters' Laboratories, Inc., and is so exquisitely built that its large, brilliant, flickerless pictures amaze expert critics. It weighs only twenty-three pounds and can be carried in a small suitcase.

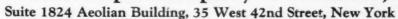
Among those we have served

Alpha Portland Cement Co. American Gas & Electric Co. Atlantic City Electric Co. Babcock & Wilcox Company Baldwin Locomotive Co. Franklin Baker Co. (Coconut) Bigelow-Hartford Carpet Co. Brooklyn Commercial Body Co. Colgate & Company Commercial Cable Company Foamite-Childs Corporation General Electric Company Hills Brothers (Dromedary Dates) International Mercantile Marine Kirkman & Sons Lock Joint Pipe Company McGraw-Hill Company Mosler Safe Company C. F. Mueller Co. (Macaroni) National Cash Register Co. Ohio Power Company Okonite Company Owens Bottle Company Otis Elevator Company Postal Telegraph Company Radio Corporation of America Robins Conveying Belt Co. Standard Textile Products Co. Tidewater Oil Sales Corporation United Light & Railways Co. U. S. Cast Iron Pipe & Foundry Co. U. S. Finishing Company Westinghouse Lamp Co.

Specific uses for Industrial Motion Pictures are innumerable and peculiar to each business. We invite an opportunity to show, either at your office or the Pathescope Salon, what we have done for others in your industry.

INDUSTRIAL FILM DIVISION

The Pathéscope Company of America, Inc.



Willard B. Cook, President

Igencies in Principal Cities





SALES managers can now know accurately the cost of operating motor cars for salesmen—without making a capital investment or maintaining a complicated accounting system. Wherever they go, your salesmen can enjoy the business advantages of personally operated cars—with none of the abuses or excess costs.

The Saunders System of renting new, clean cars, driven by accredited customers is now operated in forty cities on a standardized basis of uniform efficiency and low cost. For most users, the cost is actually less than private ownership. Liability protection and insurance above \$15 damage.

All charges are definite and based on the exact distance your men drive. Costs are as low as ten cents per mile and no higher than fourteen cents for any type Ford. Gear shift cars sixteen cents. You buy the gas and oil. A cash register trip slip showing miles driven and amount paid for each trip checks expenses and territory coverage.

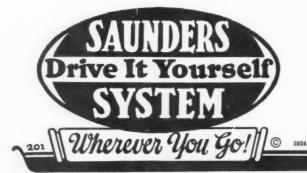
Traveler's Identification Cards are furnished to eliminate red tape. With these, your men can get cars instantly at any Saunders Station. May we supply you with these cards and other details of Saunders Service as applied to your business?

Saunders Drive-It-Yourself Co.

Executive Offices

202 Saunders Bldg.

Kansas City, Mo.



A National Institution



Saunders System owns, controls and operates stations in these cities:

> Akron Atlanta Bessemer, Ala. Birmingham Chattanooga Cincinnati Cleveland Columbus Davenport Dayton Denver Des Moines Evansville Ft. Collins, Colo Galesburg Houston Indianapolis Kansas City Lincoln Louisville
> Loveland, Colo
> Memphis
> Milwaukee
> Mobile
> Moline
> Montgomery
> Nashville
> New Albany, Ind
> Oklahoma City
> Omaha
> Peoria
> Rockford
> Rock Island
> Springfield, Ill.
> Springfield, O.
> St. Joseph, Mo.
> Tulsa Louisville Tuscaloosa, Ala. Washington, D. C.

allow yourself to do something which is unfair and wrong even though you may label it extreme fairness and sentiment. A sales manager who cannot command the absolute respect of his men is going to get into trouble.

This naturally leads me to a point on which I probably may be extreme, and which means of course that I think it is very important.

Teach your men to take criticism, and by criticism, I don't mean giving a man "hell."

If you have the respect of your men, the confidence of your men, and they know that you have their interests at heart, that you are doing everything possible to further their interests, you can criticise at any time, and on anything, and it will be welcomed. I know this because I have done it.

When I was in the work, where a number of men were directly under me, where I had contact with them, and where I employed and was responsible for them, the organization reached a point where the men would voluntarily say, "Now, you have made no criticism on my work for the last thirty days. What about it?"

Using Constructive Criticism

It may be that I had so thoroughly drummed on the point that we never criticise men except when we are interested and when we cease to criticise it must mean one thing only, and that is we had given up hope of bettering the man. It produced the effect I told you about, but whether that was it or not, I know from actual experience you can train an organization to receive proper, constructive criticism without their taking it in the wrong way, and without sulking for days over what some men would term a "call."

I am willing to make the statement that a sales manager must feel a responsibility for the success or failure of his men just the same as you would feel the responsibility for the proper rearing of your children.

If managers of men could feel with their whole being that whenever they lost a man, it was their fault, whenever a man failed, it was their fault, whenever a man dragged, it was their fault, he would

(Continued on page 1011)

MR. GEORGE W. HOPKINS

has become a Vice-President and Director of this Company

MR. HOPKINS will be in charge of the Department of Sales Plans. His services will be available—for a day, a week or a month—to any firm desiring help on sales problems. Mr. Hopkins also becomes a member of our Plan Board and in that capacity will advise on all advertising which this agency executes.

Correspondence is invited from firms desiring further particulars regarding our Department of Sales Plans.

COMO

MR. THOMAS F. FLANAGAN

has been appointed Account Executive with headquarters in New York City. Mr. Flanagan has just completed three years of work with us. During the last year he was in charge of the Department of Sales Plans. He has also been elected a member of the Board of Directors.

حس

CHARLES W. HOYT COMPANY, Inc. PLANNED ADVERTISING

116 West 32nd Street, New York City

BOSTON
Little Building

SPRINGFIELD, MASS.

Third National Bank Building

Senate Turns Cold Shoulder on Sales Tax but Hits New Specialty Fads

Federal Trade Commission seeks scalps of manufacturers who reward retail salesmen; advance of postal salaries to bring shift to first-class mail for promotional matter

HE Federal Trade Commission is about to stage a new test, so Commissioner Nelson B. Gaskill tells me, to determine whether there is an element of unfair trade in the giving of commissions, rewards, etc., by manufacturers to refail sales people as an inducement to push the donor's wares. That the Trade Commission plans this renewed effort to wring from the United States courts a mandate against subsidized selling means that hope has been abandoned in this quarter that there will be any action at this session of Congress to legislate against "commercial bribery," for the anti-bribery bill now pending in both houses of Congress is so broadly drawn that it would easily apply, under certain circumstances, to the giving of commissions, spiffs, P. M.'s, etc.

Sales managers have perhaps wondered that the Trade Commission did not see fit, long ago, to carry an appeal to the Supreme Court of the United States on the Kinney-Rome case wherein a United States Circuit Court of Appeals reversed the Trade Commission. It was declared that there was nothing illegal in the giving of commissions to the salesmen of jobbers or retailers if the extra inducements were dangled with the knowledge and consent of the merchants whose employees were thus stimulated. The secret is out as to the failure to appeal. The record was weak in the Kinney-Rome case. There has been nothing for the Trade Commission to do but wait until it had a clear case of sales manipulation. This is believed to exist in the case now going up which it is hoped will establish precedents.

The very newest ruse for sales diversion, the hidden demonstrator, has meanwhile been brought to the attention of the Federal business censor. During the past few weeks several sales managers of leading

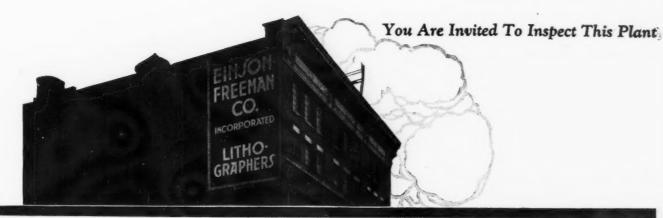
firms in the toilet goods and house furnishing lines have visited Washington to find out how the Trade Commission feels about the planting in retail stores of demonstrators disguised as ordinary clerks whose salaries are paid by the manufacturers. The callers said that they were not keen to go in for this extra selling expense. But some of their competitors are already at it and they are under pressure from retail sources to match the service.

Having no formal complaint before it, the Trade Commission has declined to either vindicate or condemn, offhand, this newest artificial stimulant to distribution. Not much longer, however, may the Trade Commission be able to postpone the issue; for unrest is not confined to the sales managers who believe that the use of hidden demonstrators by a manufacturer constitutes unfair competition against rival houses. A rumble of dissatisfaction is also rising from the merchants, particularly small merchants, who see the large stores, especially the department stores. given a special form of sales help which they do not share. They say that this uneven allotment of hidden demonstrators is nothing more nor less than the granting of rebates or the giving of preferential discounts. both of which practices are contrary

If postal salaries are advanced, it means, almost inevitably, a sharp shift to first-class mail for advertising and sales promotional purposes. The plan of the Postmaster General is to provide the extra funds needed by an increase of postage rates on all classes except letter mail. Incidentally, the not inconsiderable number of sales managers who have been wont to insure the attention of prospects by sending catalogues, samples, portfolios of advertising proofs, etc., via special delivery, face an inflation of expense. The proposal is to boost the special delivery fee from ten to fifteen cents for articles from two to ten pounds and to mark it up to twenty cents for articles of ten pounds and over.

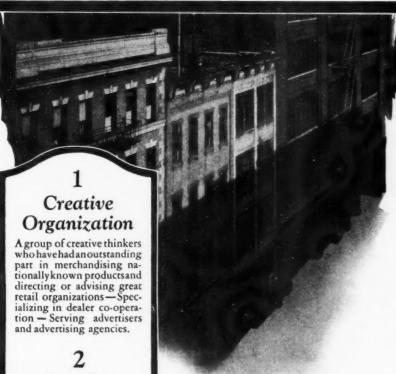
Incident to the forthcoming trial at Washington of the case of the Real Silk Hosiery Mills, there will be raised a question of sales ethics that is likely to be provocative of much interest. Uncle Sam, in the role of prosecutor, will claim that it is bad form to juggle, in telling a sales story, plant capacity and plant production. Sellers of Real Silk Hosiery impressed customers with the statement that the manufacturing plants controlled by the Real Silk Hosiery Mills have a capacity of sixty thousand pairs of silk stockings per day. The prosecution will contend that while this may be strictly true as a statement of plant capacity, it has been so related by context to magnitude of organization and production as to seem to be a statement of production and to that extent is false and misleading.

Agricultural engineers on the staff of the Secretary of Agriculture, appearing recently before the Committee on Appropriations of the United States House of Representatives, fully confirmed the optimistic prediction that has been voiced in sales circles to the effect that the next few years must witness a tremendous spurt in the purchase of farm-operating equipment and machinery. The specialists stated that for several years past the farmers have not purchased implements. machinery, etc., in what might be accounted normal volume and that in consequence replacement on a large scale will soon be inevitable. The one thing that may hold it off is the failure of Congress to agree on what form of farmer relief shall be extended. One school of thought in Congress holds that the farmers' purchasing power can only be restored by liberal loans. Another



TWO Organizations in ONE!

Creative Specialists in Lithographed Dealer Helps for Window and Counter Display Completely Equipped Lithograph Manufacturers to Make the Specialty Practical



ASOUND advertising idea is only half the battle for more sales. Carrying out the idea consistently and conclusively is the other half. Edison once said, "It is easier to plan the work than it is to work the plan".

Our success in helping advertisers solve their problems for securing dealer co-operation with their advertising and selling plans, is only half due to the creative element in our organization.

The other half may be credited to what is perhaps the most complete plant of its type in America. This plant is not only complete in every respect to produce the finest grade of lithography at commercially sound prices, but:

The plant is particularly designed to meet the exacting needs of Dealer Help specialties. Quick work, whether on very small or very large runs, intelligently conceived, beautifully executed, at prices based on its intrinsic value as practical sales material

Complete Manufacture

Art Studios, Lithographic Plant, Mounting and Finishing Departments, Collating, Mailing and Shipping Service.

Complete Window Display Campaigns—Counter Displays—Shipping and Display Containers—Posters, Display Cards, etc.

EIN/ON-FREEMAN COINC

Lithographers specializing in window and counter advertising
327 EAST 29TH STREET
NEW YORK

Decimal Tabulator is a part of All Models



The decimal tabulator is an inbuilt part of all L. C. Smiths and is furnished at no additional expense.

The decimal tabulator saves time and insures accuracy. As many columns can be written on the sheet as are desired. The keys are located in the keyboard, easily accessible and requiring no change of the regular operating position of the hands.

It is invaluable in billing and tabulating.

Send for free illustrated catalog

L. C. Smith & Bros. Typewriter Co.

Executive Offices

Syracuse

New York

holds that export machinery, that will facilitate the marketing abroad of the surplus products of American farms, is what is needed. And while the doctors disagree, the patient languishes.

The project of a general sales tax seems to be definitely shelved, at least for the time being. The perennial proposal for a tax of one per cent or one-half of one per cent on turnover, computed monthly, came before the Senate Finance Committee this past month incident to the redrafting of the bill to reduce and equalize taxation. It was rejected by a decisive majority. It is interesting to note, however, that the Revenue Bill, as reported to the Senate, goes rather farther than did the House of Representatives in retaining some of the special sale taxes of particular products (such as jewelry, cameras, firearms, etc.) which have persisted as a troublesome hang-over from the war.

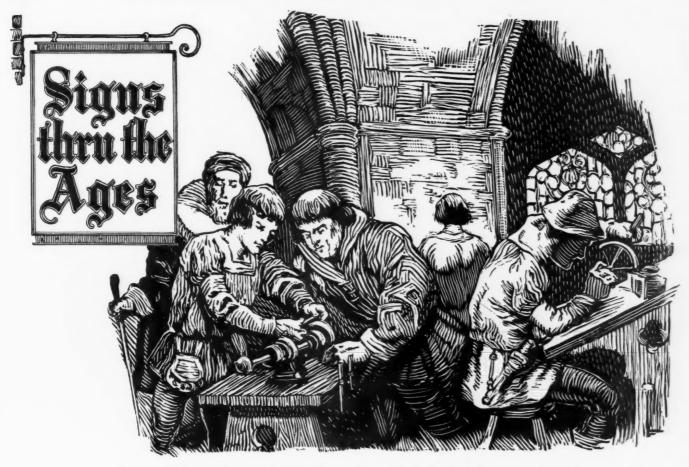
Especially momentous for sales managers is the fact that the Senate Committee in reshaping the bill has in effect set up the principle that it is fair to put to the purposes of Federal revenue any new specialty that suddenly attains to any extraordinary sales volume, especially if the subject of spasmodic popularity is susceptible to classification as a luxury or a less essential. The exemplification of this new taxing technique is found in the proposal to clap a tax of ten per cent on mah jongg, pung chow and similar tile sets and their parts, and on radio receiving sets, parts and accessories. These new fads are all to carry a levy of ten per cent of the price at which they are sold at retail. At the same time, as though in recognition of the whims of popular favor, Congress has removed the "jewelry tax" in so far as it applies to musical instruments.

Meaningful also for the sales fraternity, in the recent maneuvers at the capital, is a distinctly-discernible impulse on the part of Congress to insist that mechanical salesmen, such as vending machines, shall regularly pay a license fee to the government. From the time it was announced that the taxation system was to be overhauled a stiff effort was made to have the vending machines go scot free. The House of Representatives turned a deaf ear to this plea

and put a tax of five per cent on automatic slot device vending machines and ten per cent on automatic slot device weighing machines. The Senate Finance Committee, in rearranging the schedules, jacked up the impost with the result that all coin-operated devices, coin-operated machines and devices and machines operated by any substitute for a coin must pay ten per cent of fair market value.

Reporting out by the Judiciary Committee of the House of Representatives of a Commercial Arbitration Bill brings a long step nearer to realization the dream of a national system for the amicable adjustment of disputes between buyers and sellers. At present there is nothing whatever in the nature of a Federal statute on the subject, and only two states in the Union, namely New York and New Jersey, have state laws. It is on these state laws that the national law has been patterned. The great urge for a national law is that, without it, an intolerable condition will be created when one party to a transaction is located in a state which has an arbitration law and the other party resides in a state where there is no

The pending Federal Arbitration Act cannot, naturally, apply any force to compel the arbitration of business differences. That is solely a matter for voluntary agreement in advance by the parties to a business deal. What the proposed law would do, however, would be to give an arbitration compact the full dignity of a contract enforceable in the United States courts. It would compel both parties to an arbitration pact to live up to their agreement instead of leaving either party free, as under the present arrangement, to back out or refuse to carry out the promise of compromise if he does not consider it to his advantage to do so. While holding every signer of an arbitration pledge strictly to his bond the pending bill throws all possible safeguards around the process so that no buyer or seller can be made to defend himself at a distance and at a disadvantage nor submit to a judgment obtained by fraud or misrepresentation. The bill has the endorsement of no end of trade associations and commercial bodies.



A Permanence and Brilliancy of Color Comparable to the Everlasting Art of the Old Masters

Centuries back, the craftsmen and artists labored painstakingly to produce their works for posterity. Today we have vivid illustrations of their success—particularly in the non-fading qualities of the colors they used.

"Good-Ad" Window Signs DECALCOMANIE

that "Goes on Forever"

are made of equally permanent and brilliant non-fading colors-long-lived window signs, becoming almost part of the glass itself, that never wear out their usefulness—perpetually pointing out WHAT to buy and WHERE to buy it. Superior to every other form of sign, and more economical in the long run.

PALM, FECHTELER & CO.

Decalcomanie Pioneers

67 Fifth Ave., New York

Representatives in all Principal Cities

MAIL THIS COUPON PALM, FECHTELER & CO.,

Gentlemen:-Kindly send actual Decalcomanie samples, also illustrated literature "S" and FREE COLOR SKETCH, without obligation.

NOTE:-To assist you in preparing color sketch, enclosed find copy of trade mark and other advertising matter.

FREE SKETCH **OFFER**



Increase Sales in New York and Lower the Cost

Simply by obtaining correct information through an intelligent analysis of the different market conditions.

Because the ultimate consumer in New York lives differently, acquires different habits from the consumer in any other locality, the distributor or dealer shapes his policies to conform to these differences.

An understanding of these differences—a correct knowledge of the reason for them—the elimination of wrong notions concerning the market, all increase selling efficiency and lower selling costs.

Because our business has to do only with these problems, we have made an exhaustive study of conditions—the result of this study is contained in a booklet entitled "Why is the New York Market Different?" This will be gladly sent upon request.

New York Theatre Program Corporation

108-110-112-114 Wooster Street, New York

Many Sales Executives Attend Chicago Meeting

(Continued from page 916)

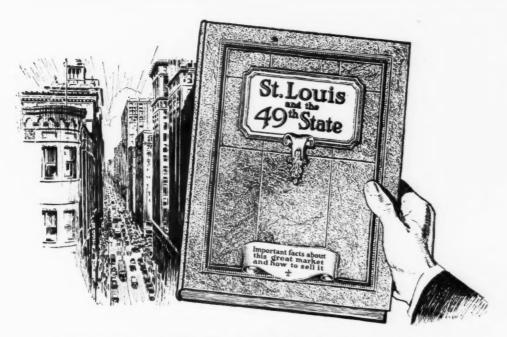
evening. Mr. Deupree's talk is printed elsewhere in this issue. Mr. Douglas gave a rapid and informative outline of present-day business conditions, and outlined some interesting facts about statistics and his methods of gathering them. He paid a high tribute to the traveling salesman as a gatherer of market facts and data, and urged sales managers to get away from their desks and out in the field in actual touch with conditions that prevail in various sections of the country.

L. V. Britt, general sales manager of the Burroughs Adding Machine Company of Detroit, was scheduled to make the first address Friday morning but due to his inability to be on hand, his subject was turned over to J. W. Kane, of the Burroughs organization, who outlined the methods of the Burroughs Company in assisting salesmen with sales assist material and mailing campaigns.

Woodbridge Tells of Compensation

C. K. Woodbridge, the new vicepresident of the Sales Executives' Division, read a very comprehensive paper on the compensation of salesmen, defining the various types of compensation in detail, and outlining the specific application of the various methods of paying salesmen by salaries, commissions, bonuses, prizes, and profitsharing plans. Mr. Woodbridge warned sales managers against haphazard compensation agreements and pointed out the many phases of this subject which lead to disputes and misunderstandings, particularly the ever-present problem of splitting commissions when one or more salesmen are instrumental in making the same sale, or where one salesman sells something that goes into another salesman's territory.

The Executives' Club of Chicago acted as hosts for the visiting sales executives at the Friday luncheon, at which time J. O. McKinsey, head of Accounting Department, School of Commerce and Administration of the University of Chicago, addressed the meeting on "Correlating Sales, Finance and Production through Budgetary Control."



Here Are New and Valuable Facts About One of America's Greatest Markets ~ and how to sell it

ERE in this book, "St. Louis and the 49th State," just published, are new and valuable facts and all the facts about St. Louis and the surrounding territory as a market for your product. Facts never before compiled or published!

This analysis is based upon an impartial survey conducted by the Research Bureau of the D'Arcy Advertising Co., St. Louis. It deals with the circulations of the St. Louis newspapers, the reading habits of their readers, and the degree of public acceptance accorded to each paper.

Magnitude of The St. Louis Newspaper Survey—80,797 Effective Interviews!

Months of field work by an army of fifty highly trained investigators were necessary. . . . 110,000 of the 226,224 homes in the district were called upon. . . . Practically one hundred square miles of territory covered thoroughly. . . . 80,797 effective interviews obtained—one for every third home in the entire area!

The results—1,200,000 facts—were secured, tabulated and analyzed under the complete supervision of a large organization especially fitted for the work—unprejudiced and unbiased!

A True Picture of Public Opinion

In words, photographs, drawings, charts and maps, "St Louis and the 49th State" presents a true picture of

what the million people of Metropolitan St. Louis think of their several newspapers—

How they choose them. . . . Why they prefer one to another.

Reaching the Purchasing Power of Metropolitan St. Louis

Here, too, is the first real thorough analysis ever made showing the concentration of purchasing power in this responsive market—in the high ranking mass-class section—based on the weighted average of eight primary economic characteristics.

Whatever you desire to know about Metropolitan St. Louis is here at your finger tips.

The New St. Louis

Here, also, are the facts about the New St. Louis—a great, progressive metropolis in the center of the main producing area of the United States. The logical central market for practically 70% of the country's agricultural products, 75% of the lumber and forestry products, 60% of the minerals, and 70% of the petroleum. Know this market! Sell it!

The 49th State—A Market of Four and One-Half Million People

Spreading out 150 miles in every direction from St. Louis, its natural trading center, is a great new commonwealth known as the 49th State.

Within this circle, not including St. Louis, are four and

one-half million people—over 1.100.000 families—

A rich market! The very center of the Mississippi Valley!

Here is tremendous buying power! A large market naturally concentrated and reached every day by St. Louis' one morning newspaper, The Globe-Democrat!

If you are seeking a market particularly adapted to efficient sales effort, center your efforts on the 49th State! It is easily and quickly covered! Selling costs are low!

"St. Louis and the 49th State" Sent to Executives

The book, "St. Louis and the 49th State," together with booklets giving a detailed description of how The St. Louis newspaper survey was conducted, and "How the People of St. Louis Choose Their Newspapers," have been mailed to certain executives of manufacturing concerns, selling organizations, advertisers and advertising agencies throughout the United States.

Executives who did not receive them, and are interested in the sales opportunities of this big, responsive market, may obtain copies by requesting them on their business stationery. At last, in one large market at least, facts have supplanted guesswork!

St. Louis Chobe-Aemocrat.

The Atlanta Journal

Atlanta, Ga.

Babson says Atlanta is one of the cities which offer most favorable sales opportunities now and that Georgia trade is on the up-grade.

The certain way to sell the utmost in Atlanta is to make advertising in The Journal, "the voice of the South," a real factor in your sales plan.

Everybody in Atlanta not only reads The Journal but pulls for The Journal.

The affection of Atlanta people for The Journal needs to be discovered and tested before the full strength of The Journal as an advertising medium can be foretold.

Then the people out in the state show their strong liking for The Journal by paying the full published price for their subscription while every other daily paper in Georgia offers sharply reduced R. F. D. subscription rates.

Rarely can an advertiser find a daily newspaper which like

The Journal gives perfect service in its home city and also the largest and the highest priced state circulation.

Rotogravure is over five years old as part of the Sunday Journal. From eight to twelve pages are issued each Sunday and the section is produced entirely in Atlanta.

A 32-page tabloid Sunday Magazine section of home production and vital interest provides color advertising. This is the only magazine section of its kind and size in Georgia.

Merchandising service tells dealers of advertising to come, secures window displays and gets hook-up ads from local merchants.

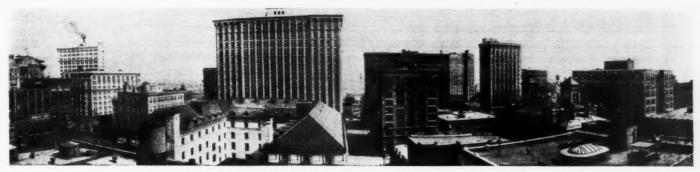
Richardson Company (roofing) and Boyce-ite have scored sensational success through using commanding copy in The Journal alone as part of their selling plan for Georgia.

Full Paid Circulation

Daily 69,722

Sunday 106,144

Advertising in The Journal Sells the Goods



A panoramic view of part of the business district of down-town Atlanta

What to Avoid in Staging a Sales Campaign in Atlanta

Rapid Industrial Development and Vast New Electrical Projects Creating New Buying Power in Atlanta Trade Territory

By a Member of the Dartnell Editorial Staff

CHICAGO manufacturer recently transferred a Detroit salesman to Atlanta because the salesman's doctor told him he needed a warm climate. This salesman had never been more than two hundred miles from Détroit in his life and thought that there was no other place like Detroit under the shiny canopy of heaven. But he was determined to make good in the South. So he asked all his friends about southern people and southern buyers. And as usual they gave him the regular stereotyped bunk that they had heard or read or dreamed about the South.

He thought you must drop to your knees and bump your head on the sidewalk every time you passed the monument of a Confederate soldier; that you must visit and talk half a day before you ever asked for an order, and to admit that some of your forebears didn't fight on the southern side was a sure method of alienating the friendship of every buyer you met.

Salesman Forgot to Sell

Accents, mannerisms, and customs can't be changed over night, but he made a brave effort to say "hawss" for "horse," and "whah" for "where." And the buyers he called on were so busy trying to keep from laughing in his face they forgot to buy. He wrote back that southern buyers were clannish, pre-

judiced and married to competitive lines. It never occurred to him to act natural and attend strictly to business just as he had always done in Detroit.

He was one of the sort of fellows who think that Florida is a strip of dismal swamp, infested with wild alligators and Seminole Indians except for a narrow strip of sandy beach along the coast inhabited in winter by millionaires. He read something to this effect in a book once—the same book that gave him all the misinformation about the South.

Buying Motives the Same

Hundreds of salesmen are sent to the South every year with the same ideas. On the other hand, hundreds of salesmen work southern cities like Atlanta and pursue the same tactics they would in Indiana, Michigan or Montana—and succeed. They have brains enough to know that state lines and sectional politics have little to do with the universal desire for profit, and count little in changing buying motives. I have seen east side New Yorkers come into southern communities and sell rings around men who have been born and bred in the South. I have seen salesmen from Chicago, Cleveland, Boston and Philadelphia come South and sell as much as any dyed-in-the-wool southerner ever dreamed of selling. They had sense enough to realize that southern buyers are surprisingly like their northern and eastern fellow Americans.

Surface differences may seem to make a lot of difference, but because a man talks slowly, walks slowly, and says "You all" when he is speaking to but one person, is no sign he can't understand that a salesman comes to see him to sell goods, not to visit and talk.

It is true that people in the South may move with a little less rapidity than the average New Yorker (there are no subway car doors to be slammed in your face in Atlanta), but when it comes to buying the southern merchant is as keen as the next fellow. So our advice to the sales manager seeking more business in Atlanta is to drop a few of the old ideas he has about the South and proceed just as he would in any modern city in any part of the country.

The Boyce-ite Campaign

The recent success of a campaign on Boyce-ite, a new fuel ingredient produced by Harrison Boyce of Moto-Meter fame, is evidence of the fact that aggressive southern cities like Atlanta can be mastered by the same sales tactics that succeed elsewhere. In a letter from the advertising agency which handled the campaign in Atlanta and practically every other important city



One of Atlanta's well-known business thoroughfares

in the country, it is pointed out that the Boyce-ite campaign has been based on trading areas—the zone idea—rather than on cities or counties. In the case of Atlanta the trading area is considered to be an area roughly within fifty miles of the city proper.

The letter continues, "Jobbers are selected because of financial standing and general progressiveness. They are approached by the district manager who tells them the full story of Boyce-ite—which carries considerable weight inasmuch as the product bears the name of Harrison Boyce, whose Moto-Meter is probably the outstanding success of the accessory field.

Advertising Follows Trade Canvass

It is well known that the industry has been hunting for a long time for a really efficient fuel treatment that would eliminate carbon and prevent its formation. Mr. Boyce's name attached to the product serves as sufficient warranty to the trade to convince them of the merits of the product.

"Jobbers are asked to handle Boyce-ite and place a small initial order for stock. The specialty crew then starts combing the city, taking orders for small quantities. In no case is an attempt made to stock the dealer heavily. Jobber sales are so calculated that the specialty crews sell approximately fifty per cent of the jobbers' stock on the initial trip over the territory. This, of course, is done to demonstrate to both job-

ber and dealer the rapid turnover of the product and its repeat quality.

"The advertising does not appear until the trading area has been thoroughly canvassed by the specialty crew. After this crew leaves the area the first big advertisement—full page—appears. Two weeks later a second page listing the dealers' names—who are advised that their names will appear—is published. Then at two week intervals for three months these advertisements are followed up by thousand-line advertisements.

"The general indication of the success of the campaign, which, of course, hinges on the merits of the product itself, has appeared in the repeat orders from jobbers in Atlanta who are already ordering in half car lots, although the campaign started only three months ago."

This account of a successful campaign seems to be indicative of present day methods of approaching a market with a new product. It is thoroughly in line with the widespread tendency on the part of retailers and jobbers to buy only for immediate needs, and when backed up by sufficient advertising and merchandising work, a campaign on a good product is practically assured of success.

There is a widespread belief that the South is backward in many modern developments, but a glance at the gigantic industrial program laid out, and a consideration of the achievements of the past few years, will convince even the most rabid skeptic that Atlanta and the South in general is making strides industrially that are perhaps unequaled by any other part of the country. Water power developments, electrical projects, the expansion of the textile industry, and a new era in intensive farming are all vieing with each other to increase the purchasing power of the southerner.

While it is true that Atlanta is not another Detroit or Pittsburgh—as yet—nevertheless, its thirty foundries and machine shops, twenty-two furniture factories, sixteen women's clothing factories, fourteen confectionery plants, thirteen men's clothing factories and eleven cotton mills, together with a host of other varied enterprises, go to make up a sizeable group of industrial prospects for any sales manager who has a product to be sold to industrial or manufacturing enterprises.

In building, Atlanta surpassed all its previous best records in 1923, running up a total of \$27,091,910 in building permits. In hotel and office building construction during the past year or so Atlanta has set a record which no other city of the South can equal, it is claimed. The new Atlanta Biltmore, now being erected at a cost of approximately \$7,000,000, is evidence of the faith investors have in the future of the city, and another indication of the increasing buying power of the city. Then there is the recent half-million dollar addition to the Hotel Ansley, and the new million-dollar Henry Grady hotel.

The Tale Statistics Tell

In office building construction Atlanta points to nine new buildings, ranging from six to twelve stories and containing 800,000 feet of floor space.

To double its already large power facilities the Georgia Railway & Power Company is spending \$11,-568,000 in additions and improvements. Within a radius of fifty miles of Atlanta there are 428,000 horsepower of hydro-electric power installed and in service with 290,000 additional being developed.

This new and cheap power is attracting many new industries to this region and adding to the development of those industries which are already established. It means higher wages, more work, and a continued growth of the market.

Southward Ho! for Industry



ITERALLY millions of dollars for industrial plants, textile mills, offices and public buildings are *now* being invested in the South.

We offer to any firm interested in the industrial or commercial South a very extensive store of information and data, and offer it without money and without price—no strings to it.

Not a week goes by that one or more Northern executives do not call at our offices to ask for information or consult us regarding some question involved in their plan of doing business in the Southern states.

This company publishes five Business Papers covering the textile field, power plants, automotive dealers, hardware and farm implement dealers and electrical contractors and dealers.

For 20 years we have maintained an extensive and intimate contact with the Southern field thru our editorial staff, our field staff and our business associations. During that period we have conducted a great number of specific investigations on certain business conditions, to determine the adaptability of many manufactured products to the Southern field, and the best method of distribution.

We invite any firm, interested in the South, to make use of our experience and the information possessed by the various members of our organization, just as freely as you would use the reference works at a public library.

We may not always be able to give you the information you desire. One Northern advertising agency asked us to tell them the number of globe valves in use in the power plants of the United States and the annual sales per year. They might as well have asked us to give them the population of Mars.

But, within reason, we are only too glad to give you any information that may assist you in developing your business interests in the Southern states, whether you are at this time active in the Southern field or perhaps only contemplating an extension of your interests to include the South.

We frequently find that otherwise, well-informed Northern business men hold very incomplete views regarding the South, its industries, its resources and the possibilities from an industrial or commercial standpoint, and since the success of a sales plan is dependent upon the accuracy and comprehensiveness of the information or data upon which it is based, it is possible that our organization may be of some assistance to you.

We are at your service

W. R. C. SMITH PUBLISHING COMPANY

Grant Building, Atlanta, Ga.

SOUTHERN ENGINEER
SOUTHERN HARDWARE & IMPLEMENT
JOURNAL

COTTON
ELECTRICAL SOUTH
SOUTHERN AUTOMOTIVE DEALER

Your Originalityand Our Process

The flexibility of our process places at your finger tips a field of reproduction as broad as your own imagination.

HIS process of ours is relatively new. It is constantly developing, constantly opening up new opportunities for economy, speed, and for the unusual in reproduction. Every day we are doing work which months ago was believed to be commercially

People come to us with vague ideas of what they want accomplished. Nine times out of ten we are able to give them what they want. Possibly you are considering reproduction work but are doubtful of the means. We will gladly discuss your plans and tell you the most economical and practical way.

As an indication of the field we cover, here are just a few of the specialties we have developed:

GIANT LETTERS

Circulars that get read. Giant facsimiles of letters or telegrams-exact in every detail. Size 17 x 22. Travel as first class mail for 2 cents.

FAC-SIMILE LETTERS

Exact copies of testimonial letters or valuable documents. 50 to 50,000 copies are practical.

BROADSIDES

Most unusual effects can be obtained by our process. We print on a stock which does not crack when folded.

GRAPHIC & SALES CHARTS

Short runs in large sizes are economical. Color may be used.

GIANT ADS

Giant enlargements of magazine advertisements for display in dealers' windows. Black and white, or colors. Quick deliveries.

SALES MANUALS

Short runs are economical, and line drawings can be introduced at very

MAPS

Up to 38 x 50 inches, any number of colors; a good means of reproducing sales maps.

RESEARCH REPORTS

Typewritten text and illustrations reproduced exactly. Sheets may be letter size or reduced to 4 x 7 or 6 x 9 inches, printed both sides. Delivered punched as loose leaves, or bound in covers.

These items give a limited view of the work we are equipped to handle; they are merely suggestive of the numberless ways in which we can help you broadcast your originality, with telling effect.

If you are considering any reproduction work, or if you want further information about the possibilities of this process write us or call a representative. We will be glad to discuss your work with you, and to estimate on its cost, without obligation.

THE NATIONAL PROCESS COMPANY, Inc.

117 East 24th Street, New York City

Phone: Mad. Sq. 3680

As a distributing center Atlanta is supreme in Georgia, Alabama, Florida, parts of Tennessee and the Carolinas, due to the attractive freight rates which Atlanta enjoys.

According to the Chamber of Commerce, Atlanta's population is approximately 225,000, with a trading population of 1,215,736. Serving this population are 135 drug stores, 1,100 grocery stores, and fifty-six department and general stores.

Some idea of the rapid growth of Atlanta in a business way may be gained from the following figures which show the growth of bank clearings since 1914. At that time the annual bank clearings were \$702,410,026. By 1920 this figure had grown to \$3,356,765,739. While this peak figure has been slightly reduced in the past few years, Atlanta has nevertheless held much of the growth acquired during the postwar boom.

When we consider that Atlanta ranks sixteenth in the United States in bank clearings in spite of the fact that it is thirty-third in population, we get an idea of the importance of Atlanta as the industrial and jobbing capital of the South-it shows why Atlanta is considered as the hub of so many sales campaigns which are carried on south of the Mason and Dixon line.

Industry Gains Variety

To those sales managers who watch the cotton crop statistics and base their selling campaigns on this one factor alone, Atlanta and Georgia may not always look so inviting. Cotton, even though it is the South's greatest crop, is no longer the one great and only source of southern revenue. Diversified farming is gaining in importance in the South, and cattle and hogs are becoming more and more important as a source of revenue. Recent investigations by two large automobile companies show that the South is the greatest potential market for automobiles at the present time, and at this writing these companies are concentrating a barrage of advertising in the South in an effort to corral their share of the automobile business there this summer.

The Atlanta market looks promising; it is growing, and will continue to grow and our advice to sales managers is to make a personal investigation of it as a trade territory.

A Letter that Welded Our Advertising to Our Sales Plan

(Continued from page 922)

vou have been entrusted.

On page twenty-two, we take up the matter of posters. Posters will appear all over. They will be slapped into cities and towns during psychological buying periods simply to show that additional force back of the buying impulse.

In addition to these posters, thousands of painted boards similar to those shown on page twenty-three will be stuck around the country.

Pages twenty-six and twentyseven emphasize the Van Craft. All of the leading college newspapers and magazines will drive on the Van Craft collar-attached shirt to the boys who have worn the buttondowns. Van Craft is going to be the shirt sensation of this year and this is where you get a real order (if you are a salesman), and believe me, it won't take me long to know whether you are a salesman or not, now that you've got the tools.

Pages twenty-eight and twentynine show the show cards, the movie slides, the window trimming cards-all of the things that add to a successful marketing compaign.

Tie-Ups in the Store

Tell your merchant right here: "This page, Mr. So-and-So, is the link that makes the solid chain. We can do all that I've shown you. We can spend this money in newspapers and magazines, in posters and in painted bulletins, but we can't put that man in your store unless you tie your store to this stupendous million dollar campaign by putting this Van Heusen magnet in your window, putting a Van Heusen card on your showcase, and putting a Van Heusen rack with the styles displayed on your collar counter. We give you all this; it costs you nothing. It's the tie-up, it's the open gate, if you please, the sign post that says to Mr. Jones, to Mr. Brown, to Mr. Smith, 'Men, you want Van Heusens. Here's where you get your Van Heusens and you get service on your shirts and your ties, and here's a reliable haberdasher."

Next, you come to the value of window trims. Here are some of

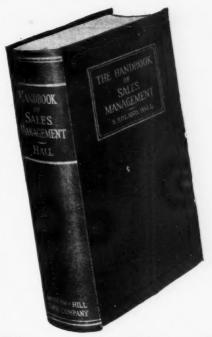
wonderful fertile field with which the displays of the best and finest stores in America-stores that any merchant should be proud to imitate, and you'll help him imitate them, or better still, you'll help them better them. Sell him on giving you a full window and then trim it. Your regional manager will get you all of the trim.

> Next, you come to local advertisements; advertisements that we have prepared and which we will gladly furnish gratis to the merchant so that he can run his name under the advertisement and help cash in still further on this life driving, pulsating Van Heusen business-building advertising.

Helping the Merchant Keep Stock

Now turn to page forty. Read this page through. Quietly close the book and say, "Now, Mr. Soand-So, there's the Van Heusen power. Here are the Van Heusen collars, a success two years ago and an infinitely greater success today. We've done the thing that couldn't be done. We have put over a fifty cents collar. I've shown you the story. Now, if you will turn over your collar department to me, or at least the Van Heusen department, let me put that stock in the right order, let me put in the proper balance of styles, let me make a real service department out of it, I'll guarantee, Mr. So-and-So, that your collar department will not alone make profits but with the additional sales of shirts and ties of the better grade, your entire business will benefit from your being a Van Heusen Service Station."

You want adequate stock in all of the dealers' stores because you want a more balanced selling. I have been going over your record lately. Maybe it'll interest you. Better still, dig out your own record! I won't tell it to you, but you'll find out something that will open your eyes. Less than ten per cent of your trade are selling collars. The balance are moving around with them. Less than ten per cent of your trade have a well enough balanced stock to render any service at all and I'm surprised that the ninety per cent are even able to give



"It's a tremendous help to me"

says S. J. Gillfillan, Secretary and Sales Manager of F. E. Compton & Company, Chicago, publishers of Compton's Pictured Encyclopedia, "to turn to your pages and find how other people have solved the problems that arise from day to day. The Handbook of Sales Management is the best reference book for a sales manager I have discovered."

Sales Management

995 pages, 51/2x7, illustrated-\$5.00 net, postpaid

Although the Hall HANDBOOK OF SALES MANAGE-MENT was printed only late in January, the first printing is already exhausted. The reason for the rapid sale is indicated by Mr. Gillinlian's comment.

In writing this big volume on sales planning and manging, Hall spent a year looking into all kinds of experience, big and little. His findings are set forth clearly, with working details, figures, charts, comparisons, forms, dollar-and-cents results.

S. Roland Hall's experience has taught him that what the selling world wants are

Accurate Accounts of Successful Plans, Equipment and Ideas

This book represents the experiences of many well-known firms in building up sales organizations and experimenting with different policles and plans for marketing.

It sets forth the fundamentals of marketing through the description of tested methods.

Twenty-seven Fact-Packed Sections

Twenty-seven Fact-Packed Sections

I. Organization.
II. Distinctive Sales Policies.
III. Review of Distribution Problem.
III. Distinctive Sales Policies.
III. Review of Distribution Problem.
IV. Coats of Selling.
V. Research and Analysis.
VI. Statistics, Charts and Records.
VII. Recruiting of Salesmen.
VIII. Education of Salesmen.
IX. Sales Manuals and Courses.
X. Directing and Developing Salesmen.
XII. Compensation Plans and Contracts.
XIII. Sales Contests.
XIII. Sales Contests.
XIV. Conventions and Conferences.
XV. Salesmen's Reports and Letters.
XVII. The Automobile in Selling.
XVIII. The Automobile in Selling.
XXII. Samples and Sampling.
XXI. What a Salesman Should Know About Credit.
XXIII. Sales Plan and Campaigns.
XXIII. Sales Plan and Campaigns.
XXIV. Successful Sales Tactics
XXV. Becoming a Masster Salesman.
XXVII. Telephone Salesmanship.
See a Copy — Free

See a Copy - Free

This book is well worth looking at—send your name and address, and we'll forward a copy for ten days' free examination. Put the coupon in this afternoon's mail.

McGRAW-HILL Free Examination Coupon

McGRAW-HILL BOOK Co. 370 Seventh Avenue, New York

You may send me for 10 days' free examination Hall's HANDBOOK OF SALES MANAGEMENT, \$5.00 net, postpaid. I agree to remit for the book or to return it postpaid within 10 days of receipt.

Address

Position

SM-5-1-24

Let Textile Men Help You Select the Medium

Seldom is an advertiser furnished with such unquestionable proof of the worth of a medium as is presented in the following evidence:

In the textile field there is a large volume of sales from one branch of the industry to another. For example, spinners of yarn sell their product to weaving, knitting and braiding mills. The total number of cotton spindles in the U. S. which spin yarn sold in this way to other mills is 9,987,145.

These cotton spinning organizations and their sales agents are expert judges not only of textile papers but also of sales methods and trade practices within the industry.

During 1923 cotton yarn mills operating 6,201,674 spindles, or sixty-two per cent of the total number of all cotton sale yarn spindles in the country, advertised in TEXTILE WORLD either directly or through their sales agents. Woolen, worsted and silk yarn mills also use its advertising pages in about the same proportion. The majority of those not advertising have their entire product regularly contracted for by a few large customers.

The overwhelming choice of the yarn manufacturers in the selection of TEXTILE WORLD (in which they used more than twice the number of pages during 1923 that they used in the next four papers combined) is the best possible expert testimony for other advertisers wishing to reach the entire textile industry.

Textile World

334 Fourth Ave., New York



Audit Bureau of Circulations Associated Business Papers Inc.



SPINNER

WEAVER





you a one dozen fill-in order every month.

Go to it. I know you have had a tough job at times, but a real man doesn't want a "cinch." A real man wants to show that he is entitled to a medal-of-honor because he did the thing that a mob couldn't do. Now, while we have made selling Van Heusens comparatively easy, the proper presentation of the story and the proper meeting of your trade and the proper good sense and balancing up the stock shows the measure of a real man.

Don't be afraid to put every ounce of energy you've got in putting this Van Heusen story over. Help is here to be given if you ask for it. Your regional manager, Mr. Max Phillips, Mr. Beatty or I are at your beck and call, and our experience is yours for the asking. Now, with backing like that, old man, what can you do but win? Good luck to you. I am pulling for you.

Advertising Clubs Discuss "Hitting the Mark in Advertising"

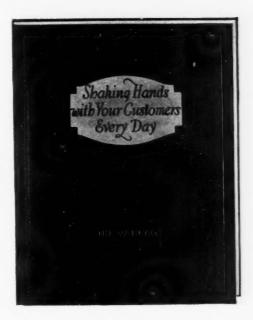
The convention of the Advertising Affiliation, composed of advertising clubs of Cleveland, Buffalo, Rochester and Hamilton, Ontario, Canada, will be held at Buffalo May 9th and 10th, and will have for its central theme of discussion, "Hitting the Mark in Marketing."

Among the speakers are: George Frank Lord, publicity director, Chevrolet Motor Company, on "Analyzing the Market"; Harry Varley, vice-president, W. L. Brann, Inc., New York, on "Reaching People Where They Live"; and Sam A. Weissenburger, publicity director, Halle Brothers Company, Cleveland, on "Hitting the Mark in Retail Advertising."

At the Saturday afternoon session the subject for discussion will be "New Methods of Selling and Merchandising in a Department Store"; the speakers will be William H. Rankin, president, W. H. Rankin Company, New York; J. E. McWilliams, sales manager, J. N. Adam & Co., Buffalo; and W. T. Grant, president, W. T. Grant Company, New York.

Clubs have been invited from Detroit, Jamestown, Erie and Niagara Falls.

gree!



103 Salesmanagers say:

"We did it. It's good. We'll do it again."

We gave them a selling plan. It cost them nothing to find out about it and didn't cost much in dollars, time or labor to carry out the plan.

They got results. Some measured their results in two-fold sales. All of them—without exception—won much of that priceless, inestimable good-will from which sales are born.

We will send you a plan—free

You can immediately get in touch with old customers, present customers, new prospects in a simple definite way that has not failed in a single instance.

The principles of this plan are printed in a book. The results—vouched for personally by some of the best known salesmanagers in the country—are included in this book.

The book, and the plan that definitely fits your business, await only your word that you want them.

Call your stenographer and dictate your request or simply mail the filled-in coupon.

THE WAHL CO.

Industrial Sales Dept. Chicago, Ill.

Mail this please

	may send i your book.	ne without ol	oligation o	n my par
Name				
Company				
Address				

Averages for March, 1924

SUNDAY NEWS

New York's Picture Newspaper

763,075

DAILY NEWS

New York's Picture Newspaper

743,277

THE circulation of the Sunday News now exceeds that of the Daily News by 19,798 copies.

The Daily News still has the largest daily circulation in America; and its circulation in New York City is double that of any other New York morning newspaper.

The Sunday News now has the fourth largest Sunday circulation in America; and the second largest in New York.

THE NEWS

New York's Picture Newspaper

25 Park Place, New York - 7 So. Dearborn St., Chicago

Sunday News

Sunday News

Sunday News

The Largest

DAILY Circulation

morning or evening

in America!



Have you read Tell It to Sweeney? The series will be sent upon request on your business letterhead.



Men Who Will Help Us Answer Your Sales Problems



Problems in Jobber Sales

BENTLEY P. NEFF
President, F. A. Patrick & Co., Duluth,
Manufacturers and Jobbers

Problems in House-to-House Selling
F. S. BEVERIDGE
Vice-President and Director of Sales, Fuller
Brush Company, Hartford, Conn.

Problems in Market Research
R. O. EASTMAN
Of R. O. Eastman, Inc., Cleveland; Former
Advertising Manager, Kellogg's
Toasted Corn Flakes Co.

Problems in Export Selling HENRY H. MORSE

Chief, Domestic Distribution Division, Department of Commerce, Washington, D. C., Formerly Sales and Export Manager, Regal Shoe Company

Sales Cost Practices
JAMES P. McGREGOR
Certified Public Accountant
Chicago

Personnel Problems

B. J. WILLIAMS

Director of Sales, The Paraffine Companies,
San Francisco, Cal.

Problems Regarding Advertising

CHARLES W. MEARS
Counsellor in Marketing, Formerly Advertising
Director, Winton Company, Cleveland

Problems in Salesmanship WILLIAM MAXWELL

General Sales Manager, American Saftey Razor Corporation; Founder, William Maxwell Institute of Salesmanship

Problems in Industrial Selling GEORGE S. WHYTE

President, MacWhyte Company, Manufacturers of Wire Rope, Kenosha, Wis.

Will Advertising to Farmers Bring Profitable Results in Summer?

Editor. SALES MANAGEMENT:

As sales and advertising manager of this concern (a manufacturer of floor coverings) I am having a difficult time to convince our board of directors that we should not cancel our summer advertising campaign. While the campaign is all planned and we have set aside the money to pay for it, one or two of our directors recently advanced the idea that people-particularly farmers-are not interested in household merchandise during the summer. As a considerable part of our appropriation is being invested in farm papers and papers reaching the small town and rural market, they feel that we could obtain better results by waiting until fall to complete the campaign.

Personally I feel this is a mistake, but unless I can show them some mighty good reasons for continuing our regular schedule in the summer months I am convinced that I will have to yield to their wishes.

The widespread belief that the average farmer receives the major portion of his income in a few weeks after the harvest season is another of the "well known facts that are not true." Perhaps this belief has led your board of directors to object to advertising in the summer. As a matter of fact, farm incomes are divided almost as equally as that of the average salaried worker in the city. According to the Department of Agriculture, farmers do not receive more than 12.6 per cent of the total yearly income in any one

month, nor less than 6.1 per cent in the lowest month. These figures are, of course, based on returns from all over the country, and will not hold in certain parts of the country, but even in extreme one-crop sections (so-called) the largest percentage of the yearly income of farmers received in any one month is twenty per cent which is received in October in certain portions of the western states. It would seem that the summer would be the best time to prepare for the rush of business that follows this peak of income in this particular section of the country at least. Most of the peaks in farm income are largely imaginary in the minds of the people who are trying to sell farmers. Experienced advertisers claim that the farm market can best be sold by a campaign calling for year-round advertising activity rather than a concentration during these imaginary peak income seasons.

One national advertiser's checking sheets are said to show that returns from farm paper advertising in summer bore the same ratio to winter advertising as was shown by advertising in publications circulating in cities. This seems to indicate that it is a fallacy to drop ad-

vertising in the summer on the theory that people are too busy to pay any attention to it during the hot weather.

We dislike to think that the majority of the keenest advertisers in the country are wrong in spreading their appropriation over the entire twelve months in each year. Surely they do not advertise in summer without a good reason for it.

If your board of directors is willing to lay off the sales force in the summer months we would say that perhaps it would be advisable to discontinue the advertising. One suggestion is just as sensible as the other. When the company stops advertising in summer it says, in effect, to the salesmen, "We don't expect to do much this summer, so we have stopped helping you with our advertising, but go ahead and do what you can anyway." And if your directors are willing to say that to the salesmen let them go ahead and stop advertising.

The success of almost any sales campaign is due to the amount of confidence salesmen have in the product and the house back of it. If your board of directors loses confidence, can they expect the salesmen to remain confident?

SALES MANAGEMENT FOR MAY, 1924

Editor, SALES MANAGEMENT:

Every year about this time we begin to receive requests from our salesmen and many of our dealers to "take space" at county, district or state fairs, fat stock shows, home-coming celebrations, expositions and all manner of similar events where the chief revenue comes from exhibitors.

Often considerable pressure is brought to bear on us to exhibit at some of these gatherings. In the past we have consistently turned down all such offers wherever possible, but in checking over past records, we find that a considerable sum has been spent on exhibits of various kinds each year. In nearly every case there seemed to be some particular reason why we just couldn't decline to exhibit, yet we are unable to find any direct benefit from these exhibits.

Do you know of any method for avoiding this expense? Or can you tell us of the experience of other concerns that have adopted a consistent "hands off" policy? Did they lose business, or jeopardize good accounts? Do most concerns charge this expense to advertising?

There is a wide diversity of opinion as to whether or not the expense of exhibiting at fairs and other similar events is worth the cost, or whether or not such expense should be charged to the advertising appropriation. We feel that if you have no confidence in such exhibits as business getters the expense should be charged as donations, and not to advertising, for it isn't advertising when you make no attempt to cash in on the expenditure.

Will It Prove Profitable?

When we asked one sales manager how he viewed this matter, he showed us a general letter written to all salesmen. This letter positively instructed salesmen not to spend any time at fairs or other places where exhibits are held. It further stated that it would be useless to write and request the firm to stand part of the expense of dealers' exhibits. "We have found from past experience that these exhibits do not pay us," wrote this sales manager.

Another sales manager consulted on this subject said, "Some of the major shows and exhibits of the country have been stricken from our list due to the fact that salesmen who are assigned to such shows generally close a greater amount of business in their actual territories over a similar amount of time. The convention or exhibit plans disarrange sales routine to a large extent and incurs additional expense which in itself must be justified by the returns therefrom."

In determining whether or not an exhibit will prove profitable it is well to ask yourself the following questions: Are we already reaching the people who will attend this exhibit? Can we reach them more effectively through regular advertising and sales channels? Is it worth while to take our salesman or salesmen off their territories to attend this exhibit? Will any serious loss of good-will result from refusing to exhibit? Is the cost out of proportion to the possible direct results?

If you can answer these questions satisfactorily, we see no reason why

HESE problems and answers are not presented with the idea of offering the final solution to the various baffling problems that are confronting sales managers today. Rather, we hope to stimulate thought, discussion and a greater interchange of problems and experiences. The younger and experiences. men in any organization will find it helpful to study these problems, with a view towards formulating their own answers. Your assistants of today may be called upon to solve many of these problems in a few years. May we suggest that you pass this issue along to them, after you have finished reading it? They will appreciate your interest, and perhaps it will help you develop a better staff of "non-commissioned" assistants.

you should not exhibit, but the fact is that there are probably few exhibits which offer any real opportunity to reach prospects which you are not already reaching more effectively.

We were unable to find any one who claimed to have lost any perceptible amount of business or goodwill by not exhibiting at events such as you mention, and we feel that you need have no fear on this score. After all, it is your money and no one can blame you for spending it as you see fit.

Editor, SALES MANAGEMENT:

Do you know what results other sales managers have had from answering "position wanted" advertisements inserted by salesmen who are seeking positions? We have asked several local sales managers this question but none of them have ever tried the plan of systematically answering the advertisements of men whose records seem to indicate they are potential prospects for positions on their sales forces.

Any information you can give us on this subject will be very much appreciated, and if you can induce some of your subscribers

to tell of their experiences in answering "positions wanted" advertisements, we are confident your readers would appreciate it.

Here is a problem which we will have to pass on to our readers, for we have, as yet, been unable to get very much definite information on the subject. One sales manager tried the plan several years ago; he claims to have answered about twenty-five advertisements without obtaining one man. Another sales manager had the idea that a man who was aggressive enough to spend his own money in advertising his qualifications ought to make a corking good salesman. He has, on one or two occasions, answered a number of "position wanted" advertisements and states that two fairly good men were obtained from this

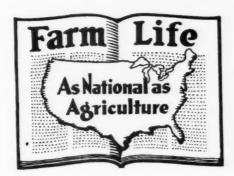
It would seem that the man who knows what he wants, who can write an interesting advertisement about himself and his past history, ought to be a better-than-average salesman, and if other sales managers pay no more attention to "situation wanted" advertisements than those we talked with, it would seem that they are overlooking a good source for men.

Overlooking An Opportunity

One salesman who inserted an advertisement for a position in a daily paper said that he was flooded with offers of positions selling various propositions of doubtful merit, and a generous sprinkling of requests for further information for reliable concerns having meritorious propositions. As usual, it seems that the man with a doubtful proposition makes more use of every opportunity than the man with a good proposition. If the man with wild-cat oil shares or worthless stock jobbing schemes can profitably use these "position wanted" advertisements, it seems that the sales manager with a legitimate proposition could use them to a much better

Certainly it will not cost very much to answer a few of these advertisements, and it is our opinion that the plan is well worth a careful tryout. It would be interesting to keep a record of the types of men obtained in this manner and compare it with men who answer "help wanted" advertisements, or with men who just drift in looking for the first available opening.

A Truly National Farm Paper



DURING the past six years Farm Life has shown a consistent growth, its circulation increasing in that period from 500,000 to more than a million.

In the same period the advertising revenue has increased more than 600 per cent, showing a gain in each of these years over the preceding year.

Mere figures cannot, however, tell you the story of how this optimistic, cheerful farm paper has made its friendly way into the hearts of its millions of readers—this story is best told by the record of actual dollars-and-cents returns which **Farm Life's** advertisers are getting.

A million farm circulation means a million families—over five million people—a market with enormous possibilities for you.

Ask any of our representatives to call and tell you what Farm Life is doing to help build sales for other advertisers or write direct to

FARM LIFE PUBLISHING COMPANY

WM. M. TAYLOR, Adv. Mgr.

SPENCER, INDIANA

Advertising Representatives

The James M. Riddle Company

Chicago New York Detroit Atlanta St. Louis Kansas City San Francisco

Outlines Need for Advertising Men Who Can Sell

Present Competitive Conditions Create New Opportunities For Advertising Managers

By A. J. Reiss

Acme White Lead and Color Works, Detroit

AST night I read over, very carefully, the April issue of "Sales Management" and was greatly interested in Mr. Thomson's reply to your article in last month's "Sales Management" relative to salaries paid advertising managers and also your article summing up the points brought out in the original discussion and Mr. Thomson's letter.

I think you hit the nail on the head when you say that there are too many mechanical advertising managers and not enough creative advertising managers.

The tendency in merchandising work, I believe, is leading us into a highly competitive sales market and the advertising manager who is not able to grasp the significance of his position and opportunity along the lines of merchandising work is doomed to failure.

Who Is Responsible?

I know it is hard for professional advertising managers to give up the idea of advertising as a highly specialized effort about which the sales manager and the president of the firm are not very conversant.

While it is, of course, necessary for the advertising manager to retain his grasp on the details or the mechanical construction of advertisements it is of very minor and secondary importance to the big job of selling which he has created.

I think that a great deal of the "Hokum" in advertising effort, with which we are all familiar, comes from the agency, and will say that I believe the agency of the future is the agency which will make construction of advertisements not their big job, but their secondary job also, and will employ good merchandising brains to work out logical sales plans for the advertisers they serve.

The advertising manager who is spending a reasonable amount of

money for advertising cannot safeguard his investment simply by seeing that the drawings are good but cheap, the engravings are good but cheap, the paper is good but cheap, etc. These factors, I maintain, are of minor importance to the advertising manager, who could take the finished product and sell it to his sales organization, so that the sales organization in turn will sell it to their dealers, that advertising manager is doing the job that he should do.

It seems to me that the market we are going into will provide opportunities for the advertising manager and if he cannot live up to these opportunities it is his own fault

I think the advertising agency and advertising manager will have to revamp a great many of their former theories; will have to get down to brass tacks in regard to the merchandising of advertising and to create sales efforts in which advertising is the big factor.

The writer has kept in fairly close touch with advertising men and sales managers during the past few years and I can see which way the wind is blowing. At the last meeting of the Association of National Advertisers, which I attended, I was greatly pleased to note that the various subjects discussed were ninety-five per cent along merchandising lines and five per cent along straight advertising lines

While I must say that I was not very keen about "Sales Management" talking about salaries and giving figures in regard to them, this article has opened up a subject which is vastly more important than the mere analysis of the salary question, because I believe that we all get what we are worth, and in nine cases out of ten the sales and advertising executives who get low salaries are giving low returns and the men who are getting good salaries are giving good returns.

Editorial Note: Mr. Reiss sums up admirably the qualifications of the advertising manager who is able to command a large salary. Some readers may differ with his statement about the original source of "hokum" in advertising. While some agents may recommend it, the suggestion is just as likely to come from the advertiser. Just the other day we heard of a case where an agency turned down a \$300,000 account because the client was set upon a misleading copy appeal. So long as bunk pays, there will be bunk in advertising, but a number of recent investigations show that the selling costs of certain national advertisers have increased because the advertising was less effective than in the past-and that it was less effective because it did not create confidence in the product.

Shall We Tackle Mexico?

(Continued from page 940)

Spanish is no novelty in Mexico. A knowledge of Spanish is of value to a man, but the average merchant in Mexico speaks English anyway, so there's no use sacrificing ability for the sake of a knowledge of Spanish.

"We have our men come in every six months. If they stay longer than that in Mexico, they lose their energy and pep. One of the greatest selling points in an American in Mexico is his American habits.

"It should be remembered that Mexico has only about a fifth the buying power, per capita, as the United States. Mexico City, with all its brilliancy and its one million people, has only the buying power

of New Haven, Birmingham or San Antonio; Puebla, with its one hundred and fifty thousand people, buys only as much as Lebanon, Penn., Okmulgee, Okla., or Everett, Wash.

"For this reason a firm should have a universal demand for its product before sending its own sales force into Mexico. Anything less than a general demand article can best be sold through a reputable import house. A desirable house handles only lines that it feels will sell in Mexico, and an importer's opinion as to the salability of a specialty article is a pretty good indication as to the advisability of entering the market."



LONDON BUREAU
THE CHRISTIAN SCIENCE MONITOR

The Whole World's Newspaper

AMONG the thousands of daily newspapers published all over the globe, there is one whose readers are to be found in every country and every important city of the world.

This newspaper is The Christian Science Monitor, founded and conducted in order that thinking people everywhere may have for their homes and their offices a newspaper clean in its contents and constructive in its policies.

Because it is an international newspaper, the Monitor has been welcomed as a participant in the British Empire Exhibition, at Wembley, London, April to October of this year, and will have a commodious pavilion in the Exhibition grounds. Here a welcome will be extended to visitors from all countries.

The European Advertising Office of The Christian Science Monitor is at No. 2, Adelphi Terrace, London, W. C. The hospitality of this office is also extended to Exhibition visitors, and to American advertising men who participate in the Convention of the Associated Advertising Clubs of the World, in London, July 13-18.

On March 13 and 14 The Christian Science Monitor published special news and advertising sections containing articles and illustrations of permanent interest, relating to the British Dominions. One hundred thousand extra copies of the combined feature section will be distributed in England.

We will gladly send to any reader of this advertisement, upon request, The Christian Science Monitor of March 13 and 14, containing the British Dominions Feature Section

The Christian Science Monitor

An International Daily Newspaper Back Bay Station, Boston, Mass.

PAVILION OF THE CHRISTIAN SCIENCE MONITOR AT THE BRITISH EMPIRE EXHIBITION



687 sales $\frac{1}{vs}$ 16 sales

-over 40 times as many

One Hooven user says that he made-

16 sales with \$1,000.00 spent another way; and then 687 sales with \$1,200.00 in *genuine letters* (Hooven written):

Another user says that he gets-

68% replies, with Hoovens; of which there are-

10% orders; as compared with only-

5% replies secured with former methods:

Then_consider this remark_

"With 1 Hooven, I outsell 5 side-line salesmen."



With Hoovens you can write thousands of genuine letters, with carbon-copies, making it easy for you to handle large lists as readily as your stenographer writes a few letters.

> Save 3 to 10 salaries with 1 girl operating Hoovens [automatic typewriters]

We're proud of these users' comments:

"Hoovens are my best sales-aids."

"Best of all sales-resistance breakers."

"Sending 10 letters a day ahead of each man."

"Doubles my salesmen's power to get orders."

Another user's salesmen say to him-

"Keep those letters breaking-ground ahead of me."

"Enclosing 5 carbons you sent; note the 5 orders."

"Send the 1-a-day series to all my prospects."

"Those 'hard-nuts' are buying; our letters did it."

"That 1-a-day follow-up helps me sell more."

"Thanks for those helpful letters; get orders easier."

Another user says that-

27 girls typed a certain volume of letters; and now

2 girls and 1 man, equipped with 9 Hooven Automatic

Typewriters, do the same volume of personal letters.

27 salaries replaced by three, saving 24 salaries this way.

Let Hoovens strengthen your own personal selling-power

Hundreds of successful sales executives are using Hooven-written letters as their personal sales aids. Their salesmen sell more, sell easier, sell faster, because of the intimate assistance of personal letters.

Think what it means: With letters going daily ahead of each salesman, his prospects are freshly interested; he is working at a tremendous advantage over the man who must "break resistance" first. He gets more orders.

Let us tell you more. Call us in soon.

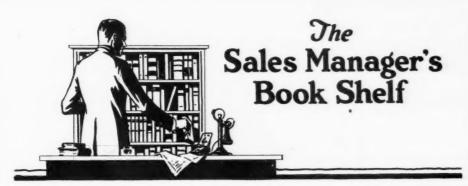
HOOVEN CHICAGO COMPANY

531 South Dearborn Street, Chicago Telephone Harrison 9288-8634

HOOVEN LETTERS, INC.

114 East 25th Street New York HOOVEN AUTOMATIC TYPEWRITER CORP.

Manufacturers Hamilton, O.



WHAT A SALESMAN SHOULD KNOW ABOUT FINANCE, by J. C. Aspley (Dartnell Corporation). This is the eighth of a series of standard manuals for salesmen. This book sells the idea of a careful and systematic management of earnings and expenditure, and shows the salesman how to establish himself on solid financial ground by building up a reserve fund. The manual covers such subjects as the planning of a personal budget, investment of money saved, and the question of life insurance. It tells how Saunders Norvell, Samuel Insull and other successful salesmen have become wealthy by the systematic saving of money. It settles once and for all the side-line question, and shows that a salesman is foolish not to concentrate on his main line; it also discusses the "Own Your Own Business" bug and discourages salesmen from going into business for themselves before they consider fully the probabilities for their success or failure. This book was prepared with the cooperation of several hundred sales managers who have been notably successful in managing their personal resources.

THE BOOK FOR GROCERS (Paul Findlay). Paul Findlay writes this volume out of thirty years' experience in grocery merchandising. He grew up in a grocery store, and for a number of years, traveled about making contacts with other merchants and with the manufacturers with whom he did business. He has been a prolific writer on retail selling in many lines, but has specialized particularly in the grocery trade.

Here he goes into the grocery business from the smallest detail up to the big fundamental policies that underlie the whole retail grocery selling problem. Sugar and flour and apples—margins on canned goods—the ever-problematical perishable—canned vegetables—and the many considerations in figuring the correct margins on each, are some of the particular subjects discussed. He talks about advertising and credit extension and stock turnover, and includes in the book three charts for figuring unit selling prices, dozen selling prices, and a margin chart for pricing boxed apples.

RETAIL ADVERTISING AND SELLING, by S. Roland Hall (McGraw-Hill). A complete manual and reference book covering almost every phase of modern retail selling. The book deals with sales plans and policies, compensation and employment problems, equipment of stores, the planning and management of advertising, and methods of training sales forces, as well as many minor problems of store management. Every section is full of examples of the successful administration of tested plans and policies drawn from dozens of retail stores all over the United States. The latter sections of

the book are devoted to suggestions for retail selling courses and retail manuals, a series of reprints of articles on better selling methods, and a discussion of sales ideas, plans and experiences.

The advertising problem is taken up in some detail, with suggestions and plans for window displays, sections on managing and preparation of newspaper advertising, and the use of direct, outdoor and specialty advertising mediums.

PRACTICAL EXPERIENCE IN MODERN BUSINESS CORRESPONDENCE (Bureau of Commercial and Industrial Affairs, Boston Chamber of Commerce). Now and then the Boston Chamber of Commerce through its Bureau of Commercial and Industrial Affairs, gets out a report in the interests of better business generally. It is the business of this bureau to cooperate with existing establishments in promoting better management methods, and to bring to Boston and New England additional industries and greater volume of trade, and to furnish reliable information regarding industrial conditions. The reports are, however, in no sense localized in New England.

This 96-page manual of business correspondence is one of the best publications of its kind that we have seen recently. A survey of the contents shows chapters on the "Why" of the Business Letter, Making Letters Effective, Words and Wordiness, How to Dictate, Writing Letters That Sell, Keeping the Customer's Good-Will, The Collection Letter Humanized, The Importance of Appearance, and Correspondence Supervision.

The pages are filled with examples and excerpts of letters showing how to do it, and how not to do it, how to improve a bad letter, and how to avoid awkward expressions.

The text matter is simple, but it gets to the heart of a great many common letter-writing problems, and is designed to aid in a practical way anyone who handles business correspondence. It is the kind of a manual that would jog even a good correspondent out of the ruts of writing letters mechanically, and would aid him in keeping his messages personalized, direct, bright, and above all, human.

ELEMENTS OF RETAILING, by Ruth Leigh (D. Appleton & Co.). This book is devoted principally to the problems of policy involved in retail merchandising. It takes up such questions as "What is the correct method of figuring turnover?" "Is it better policy to carry long stocks of a few merchandise lines or short stocks of many?" "How do stores handle bonus and commission systems for sales people?" "Can you suggest some good collection letters?" "What is the best policy on mark-down goods?"



A Distinctive Lithographed Letterhead will make your letter stand out from the rest

Let us produce for you—as we have for others—letterheads of individuality that are truly representative of your concern.

Better looking letters bring increased business.

The cost of lithographed letterheads over ordinary printing is negligible in quantities of 5,000 or more.

Send for samples

Higgins & Gollmar

Lithographers

30-38 Ferry St. New York, N. Y.

If it's Lithographed - we do it!



For buying power, influence, variety of merchandise and materials specified, the Minister ranks alone.

25,000 of these Key Men

are paid in advance subscribers to

The Expositor

Sample copies and rate card sent upon request

F. M. BARTON COMPANY Publishers

Publishers

Caxton Bldg., Cleveland, O.

New York 17 West 42nd St. Chicago 37 South Wabash Ave.

A Prescription for the Hot Weather Bugaboo!



WHEN blistering streets and blazing sun invite your salesmen to the "movies" at 2 p. m., nothing but loyalty to the firm and the examples of other salesmen getting the business in spite of the heat will keep them on the job.

Send them weekly doses of "Selling News." The inspiring pictures and stories of other men's successes will take the drop out of the sales curve for June, July and August.

Minimum subscription five copies each week—\$2.50 a month Prices sharply reduced for larger quantities

One month's trial—without obligation

DARTNELL—1801 Leland Avenue, Chicago Send us copies of "Selling News" each week. If they are not making good at the end of the first month, you will cancel the charge and we will owe you nothing.
Firm
Individual
Address

"The Moral Importance of the Bathroom"

(Continued from page 915)

the moral importance of the bathroom. I'm afraid my instincts are blunted, for I never once thought of the moral side of the bath. If Jack becomes a criminal, and Jill a harlot, I shall be to blame—they didn't have the advantage of the right bath tub in their youth.

"Oh, must I go on? It hurts, for here are some of my personal failings. I don't wear the right kind of a hat, I haven't any eyelets that are visible to me, I'm not the lucky one in five, I don't like to draw, I have never thought of even one way of using this lamp while every one else has thought of thousands, I've often been a best man but a bridegroom only once, and I've never felt the surging, irresistible power that lives in the bigger new Hillandale engine. Now you see me-my naked soul lies bruised and bleeding before you."

When Words Failed

"But what about me? Do the ads say that I am all right?"

I didn't have the heart to tell her. I let her read them for herself. Between sobs I caught fragments of sentences: that she had never used the perfume that is irresistible to men, nor had she even guessed that she could increase the expressiveness of her eyes a hundredfold; she had never used the cream that exceeded the fondest dreams of women and scientists; and she had, foolishly enough, thought she had found among the Old Masters lines more beautiful than those of some of her friends who wore the advertised corset.

When I started this letter, I was calm, but now my heart is breaking—I cannot go on. Here is an envelope filled with clippings of these advertisements. Perhaps by reproducing them you can save some of your subscribers from the grief that has come to me and mine.

"'Sales Management,' more than any other magazine of its kind, really presents subjects of more importance in such a manner that anyone can profitably give part of his time each month to the reading of your issue."—H. H. Cooke, Western Tablet & Stationery Company, St. Joseph, Mo.

Announcing Something entirely new in coated papers His new member of the famous family of Foldwell Coated Papers is divided half and half between a white and a tint. The white and tint on one side backs up the tint and white respectively on the other. Note the difference between Foldwell Split-Color and "two color" papers as produced heretofore. This is a split color sheet which makes possible for the first time a work and-turn form—producing a finished piece with color stock one side and white the other. This achievement has resulted in an entirely new development in sales literature. Striking areas of solid tint—seldom before attempted because of the cost of large tint plates and extra presswork—are appearing in all manner of printed advertising literature. Foldwell Split-Color is a true Foldwell stock. It has the same fine printing surface that characterizes all other Foldwell papers. It possesses the same high grade, white rag content. It is strong and durable—and it folds. Send far Printed Specimen We will be placed to have you experiment with ample, which we will gladif furnish. And we intry you to write far gioned agentime which whose how you can consonicity, use has paper to make your givens more beautiful, more effective. CHICAGO PAPER COMPANY • Manufacturers 80.5 OUTH WELLS STREET - CHICAGO Nationally Distributed FOURTH SELF-COMPASTORED AS FOLOWEY TAN AND WHITE SOURCE AS TOWN THE SOURCE AS



Composition by NORMAN T. A. MUNDER & COMPANY

Smaller Inventory

Which means less money tied up in raw materials and finished product, can be had by manufacturing from sales records, rather than from shipment records.

This plan tends, too, toward advertising economy, because it is self-evident that long-pull campaigns invariably produce more than "fits-and-starts."

Moreover, dealer respect is won only by the consistency and persistency of your advertising effort.

These are things we like to talk about.

IRVIN F. PASCHALL

INCORPORATED

Advertising Counsel

Mc CORMICK BUILDING

CHICAGO

Telephone: Wabash 0538

100 Sales Letters

in Loose-Leaf Binder

\$3.00

We've saved 100 of the best sales, follow-up and collection letters—each different. Written to sell many different kinds of things.

They'll help you write better sales letters quickly.

Price for the lot in handsome loose-leaf binder \$3.00. Send check with order. Money refunded if not well pleased.

Multigraphing Department

Newport News Printing Co.

Newport News, Va.

What Will College Give Your Son?

(Continued from page 932)

freshman at Antioch who is very bright, but he has had a habit of inaccuracy of observation. We would send him on an errand and he would go to the wrong place. He would start for his classes and happen to land in the wrong room. He would study his lessons and get the wrong chapter. This year he has been doing part time work in a print shop where is is reading proof and setting type, where accuracy and observation are about ninety-nine per cent of the job."

Students Become "Penny-wise"

Every Antioch student must take a course in personal finance and become familiar with the rudiments of accounting, and of banking and commercial methods. freshmen have to live in accordance with a budget they prepare. It is made up at the start of the college year with the help of a faculty adviser, and every five weeks the adviser checks over actual expenditures with the student. As Mr. Morgan says, "The realization that there are hard immutable laws of existence which we have to meet, that you can't go down into your pockets for \$5.00 when you have put in only \$3.00—that is a lesson very bitterly learned sometimes, and yet the learning of it does release our energies for other more worthwhile

Right here it seems pertinent to ask-what is college all about, anyway? Ask this question of a dozen men, in and out of college, and you will get twelve different answers. Some think that college is a place where a boy can get a series of hypodermic shots that will forever vaccinate him against life's tribulations-but this is about as effective as preaching the doctrine of Malthusianism in a rabbit warren. To others it is a place to make social contacts-or to get a reputation as a star athlete-or to sow a crop of wild oats.

Now this is the Antioch answer to the question, and it sounds reasonable: that the best that college can do is to furnish opportunity, to make available the resources out of which a young man can educate himself.

Isn't it reasonable to assume that a man cannot use all the resources, all the potential powers he has, unless he is reasonably conversant with the things other people are thinking about? In other words, unless he has a well rounded out education, and makes that education a part of himself, not merely a few random dates, and phrases, and formulas which he manages to remember at examination time, but forgets immediately afterward? There is a danger in specializing too early.

"We all know the lawyer who is wrapped up in his quibbles; the accountant who sees nothing in business but a maze of figures; the advertising manager who is so fascinated by 'cleverness' that he forgets to try to sell goods; and the technical man who knows nothing about the commercial phases of his engineering problems" (from the catalog of the Alexander Hamilton Institute). The specialist is usually a failure when he branches off the one and only road he has learned to travel. Many salesmen and sales managers fail when they go into business for themselves because they know only selling. They have no broad knowledge of business. They suppose that selling is everything—until the sheriff closes them up-and then they are willing to believe that production and finance also are important.

The Value of Perspective

So much for a broad business education. The thing that makes the Antioch experiment so interesting to the business men who have looked into it is that while it aims to give its students the kind of training that will make them successful in business, if they care to go in for a business career, it goes far beyond that. The emphasis is not placed on money-making, but on a symmetry of development which will help the student in the selection of a vocation, of business associates, of a mate, of a home and its equipment, of avocations and recreations, of his manner of spending both his time and his income—the whole range of experiences united into a coordinated series which develops the man as a whole.



George H. Hannum, President of the Oakland Motor Car Company, who added training to experience and went to the top. Will you be satisfied with half-way success?

WHEN George H. Hannum was thirty-six, he was general manager of a Saginaw company.

To be a general manager at thirty-six would content most men; but Mr. Hannum was not content.

He realized that an executive who knows manufacturing and sales commands a bigger income than the man who knows manufacturing alone; that the executive who knows manufacturing and sales and corporation finance has a still larger value; and so on.

He looked around for a quick and sure way of enlarging his experience by appropriating the experience of other successful men. He discovered the Alexander Hamilton Institute. He enrolled for the Modern Business Course and Service.

The result

Four years later he was elected President and General Manager of a company which he himself had organized.

Today the industry knows him as the successful President of the Oakland Motor Car Company.

Four years later he was elected President

Of course Mr. Hannum would have been successful without the help of the Modern Business Course. The Institute does not claim the power to make successes out of failures. What the Course did for Mr. Hannum was to help him attain a high position in a shorter period of time than would otherwise have been possible. And it made his success more sure, more permanent.

Regarding the Alexander Hamilton Institute he wrote recently:

"My decision and the benefits I have received from it have put me into a position to recommend the Course to several of my friends who, after considering it, have also enrolled. . . It gives me great pleasure to recommend the Course to anyone who is desirous of the information contained in it."

Where are the executives of the future?

This simple, straightforward story answers very definitely the question: Where will the next group of leaders of the industries come from?

They will come up out of the ranks—from the shops and the offices, just as Mr. Hannum did—young men who take one job after another and make a vigorous success of each. Such men will find themselves, while they are still young, in well-paid positions, as the heads or assistant heads of departments.

Then will come the real test. Some will be content with depart-

mental positions and will go no further. Others will realize that something more than a knowledge of one department is required for executive success. They will ask: "How can I most quickly and cheaply acquire a working knowledge of all departments of modern business?"

That question will almost certainly lead them, as it led Mr. Hannum, to the Alexander Hamilton Institute.

The Institute has only one Course. It trains the salesman to know costs, and manufacturing, and corporation finance; it trains the accountant to know advertising and merchandising and sales management. It gives the general manager a wider view of all the myriad sides of modern business. It brings to every man the things that are outside his own little department, and thus fits him to exercise executive control over all departments.

Plan your future now

If you are twenty-one, you are old enough for the Alexander Hamilton Institute. If you are sixty you are not too old. Between these ages, the Institute has enrolled more than 200,000 men who are now successful executives. Of these 27,000 are Presidents; 31,000 are Vice-Presidents; 37,000 are managers and department heads. Their success is its real advertisement—the proof that its training can and does shorten the path to the top.

Let us send you your copy of "A Definite Plan for Your Business Progress," describing in detail the Course and Service, and containing a definite plan for your business advancement. It costs nothing, and it may add immensely to your responsibilities and earning power all the rest of your life.

Simply clip this coupon

124 Astor	Place New York City	
Plan for	e the book, "A Definite Your Business Progress," hay keep without obligation.	ode win
Name	Please write plainly	******
Business Address		

Alexander Hamilton Institute, Limited, C. P. R. Building, Toronto Australian Address, 42 Hunter Street, Sydney



EDITORIAL

An Advertiser Wants Advertising Taxed!

Ten years ago there was a well organized movement in Congress to tax advertising. But it died down. Now, ap-

parently, it is to be revived on the grounds that the advertisers themselves want advertising taxed. The basis of the contention is an article written by Charles E. Carpenter, president of E. F. Houghton & Company, of Philadelphia, in the "Houghton Line" for March, 1924, stating that a tax on advertising is 100 per cent more sound than the present corporation tax.

Mr. Carpenter wants to tax advertising because he thinks it the next best substitute for a sales tax, which we can't have. He wants advertising taxed because it is a form of spending; because the tax could be inexpensively collected through increased postage rates on second and third class matter; because it is overdone to a point where a curtailment in advertising volume would not mean (in his opinion) a proportionate curtailment in advertising results. "The average advertiser," says Mr. Carpenter, "makes the mistake of believing that returns from his advertising are in proportion to the circulation and cost of that advertising. The returns from advertising are in proportion to the quality of the advertisement and the number of people who actually read the advertisement. Every advertisement is competitive with every other advertisement."

Mr. Carpenter's views are interesting because he is an advertiser, as stated, and because he admits such a tax would mean that the taxes paid by his company to the government would be larger than paid under the present system. There can be no doubt as to his sincerity, which is not true of the politicians who are crying for a tax on advertising.

But there is considerable doubt as to the practicability and fairness of Mr. Carpenter's plan. Mr. Carpenter wants advertising taxed because it is an "effort to make sales." Then if we are to be fair, all sales effort must be taxed. Not alone advertising, but salaries and commissions paid to salesmen, salesmen's traveling expenses, the salaries of sales managers and advertising managers, the money paid for lithography, dealers' helps, samples, etc. By increasing second and third class postage rates, the tax could be easily collected on circular matter and magazine advertising. But how about billboard advertising and newspaper advertising, how is that tax to be collected? How about directory and program advertising, specialty advertising and the dozen and one other forms of local advertising that do not clear through the postoffice? How is the tax to be levied on these?

Even if Mr. Carpenter could work out a plan for

doing this, it is very doubtful in our estimation if enough money could be raised through a tax on advertising to equal the revenue received from the present corporation profits tax. Nobody knows what effect a tax would have on advertising. Nobody knows how much advertising would fall off if taxed. That it would be severely curtailed there can be no doubt.

Where the advocates of an advertising tax go off on the wrong foot is thinking that advertising is something apart from selling. It isn't. It is merely one way of selling or helping sales. And it is utterly absurd and ridiculous to talk about taxing advertising, unless all branches of selling effort are to be taxed, for it would simply result in a curtailment of one form of selling and an expansion of some other form that was not taxed.

The Problem of the Old Salesmen

This country is proud of its achievements in selling and advertising, and justly so. Fool-

ishly we think our success, as compared with the accomplishments of the older countries, is due to superior sagacity and business ability. We are all human when it comes to patting ourselves on the back. But the plain truth is that we owe our leadership in advertising and selling to our youth. We are a nation of young ideas, young business organizations and young men. We are still in the vigor of youth.

But we cannot remain young indefinitely. As we age commercially, we will accumulate in the ageing salesmen who have imbibed the idea that they no longer have to sell goods, but merely accept orders. The snap and the enthusiasm of early days has given place to a critical attitude toward anything new or different. He no longer is interested in creating new customers. He settles down to working his trade, those who know and like him and give him their orders because they feel sorry for him. One by one these old customers die off or sell out, and his sales suffer a gradual but none the less steady decline.

The older a business becomes the more of these professional salesmen it accumulates, especially if the management is sentimental about replacing them with younger men. In time, if the getting old process is allowed to continue, all the early sales energy which built the business will spend itself, and inevitable decay will set in.

It therefore behooves us to give serious thought to the salesmen who will eventually reach the peak of their usefulness. They cannot and must not be thrust aside in cold blood, neither should they be kept in the organization for sentimental reasons. Some plan

COMMENT



should be inaugurated so that these salesmen will be on a self-supporting basis when old age overtakes them. Such a plan does not necessarily mean an old age pension which has no appeal to an active, gogetting salesman, but at least it should contemplate encouraging and assisting a man to build up a financial reserve of his own, and holding on to it. Selling your salesmen the "thrift" habit is a practical necessity.

The Significance of the March Failures

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Dun's report for March puts the failures at 1,800 with liabilities of \$98,000,000—

the heaviest monthly total ever recorded. If business conditions were especially bad these figures could be easily explained. But fundamentally business is good. These failures, in our opinion, represent the dropping out of concerns unable to stand the pressure of increasing competition, with its higher selling cost. They are concerns which have fallen into the habit of making a profit on rising inventory values. Now that prices have settled down, and business success has become once more a matter of management, these concerns are in a bad way. We have repeatedly stated in these columns, that unless a concern finds a way to reduce its cost of selling, either through increasing volume, or through reducing expenses, or both, that it must soon find itself in difficulties. Our prediction is now coming true. If there are any of our subscribers who think that they can continue in the old way, and trust to a rise in prices to pull them out of the hole, they had better realize the danger of their position before it is too late.

The Influence of Position on Results From Magazine Ads

In England the matter of position is considered of great importance by an advertiser in the magazines. He is

willing to pay fancy prices for right-hand pages and what they call "solus" positions. And before you can get a contract signed you have to show him just exactly where his advertising will appear. Whether an advertisement is to appear on page 364 or 368 is a matter worthy of considerable discussion, and seldom one to be left to the discretion of the publisher as is the practice in America.

While there is much to be said in favor of having your advertisements appear in the same position each issue, we frankly don't take much stock in the so-called "tests" that are frequently cited to prove this, that or the other thing about the pulling power of certain positions. They are usually an attempt to build principles out of isolated instances. No consideration

is given as to whether the publication places its advertising alongside of reading, or whether the advertising is segregated in the front and back of the book. No allowance is made for different copy appeal, or for the seasons of the year, or for the number of previous insertions of the copy. These are all factors that effect returns. An advertisement might be up in the front of the book in July and fail miserably, but in the middle of the book in September it might pull like a house afire.

We have always contended that the best position in a magazine where the advertising runs through the book, is at the end of the article having the widest popular appeal. Why? Because at that point the reader's mind is free. He is undecided what to do next, or what to read next. And what is more natural than that he should read the advertisement that lies open before him?

Overdoing the Optimism Stuff

We have been taken to task quite severely by one of our readers for "daring" to print

a "pessimistic" editorial regarding business conditions next year. It is very clear from the subscriber's letter that he is one of the many who has successfully convinced himself that pessimism is a sort of loathsome disease much like leprosy or smallpox, only worse. As much as we value optimistic traits in a man selling goods, we believe it can be overdone in management. Witness for example what happened to some concerns who stocked up heavily in the summer of 1920. A good manager should be neither an optimist or a pessimist, but a commonsense-imist. This means that he should be an optimist when business is in the dumps, and a pessimist when it is booming. A manager who is always an optimist is sure to lose his gains when the pendulum swings back. And the same thing is true of the manager who is always a pessimist. But the manager who is optimistic when the country is pessimistic, and a pessimist when the country is optimistic is an optimist buying from pessimists and a pessimist buying from optimists.

While it is true that the small town is probably becoming relatively less important in some lines of trade than it was before the days of the automobile, it is nevertheless still a big factor in marketing, as is shown by a chart of automobile sales recently issued by a large automobile manufacturer. According to this authority thirty-three per cent of all automobiles are in towns of 1,000 or less, whereas only nine per cent of the total registration is in towns of a half million or more.

YOUNGSTOWN TELLEGRAM A SCRIPPS-HOWARD NEWSPAPER

To cover this rich industrial community and the unusually prosperous farm homes in Mahoning Valley, The Youngstown, Ohio, Telegram is first choice with a total circulation (Federal Statement, April 1, 1924) of

28,285

This circulation is the largest EVER shown by a Youngstown newspaper. The Telegram's leadership is the result of publishing a superior home newspaper which is decidedly the first choice among Youngstown's population as a whole and among the best class.



The Telegram carries more local display advertising than the daily Vindicator. The Telegram is first choice from the standpoint of Youngstown merchants and other business men just as it is first choice with the reading public.

Youngstown is the second largest iron and steel producing center in the United States. Youngstown throbs with business activity.

Eight nearby towns have, with one exception, no big stores. These towns have grown, with Youngstown, into one big metropolitan community exceeding 200,000 in population.

Sales Managers and others desiring comprehensive information about this market and the local merchandising service offered by The Telegram are invited to write to nearest office of the national advertising representatives.

ALLIED NEWSPAPERS

New York: 52 Vanderbilt Avenue

Cleveland

San Francisco

Chicago: 5 North Wabash Avenue

Cincinnati

The Sales Manager Who Builds an Organization That Endures

(Continued from page 980)

have, what to my mind, would be the true outlook upon an organization.

Now, in direct contrast to what I have said here, and maybe you will say it is incongruous, I make the statement that no sales manager ever developed a man; that no sales manager is, what a lot of men term, responsible for this man's success. At least, I would never so consider it.

All you can do is to help that man help himself, and that is your great responsibility. It is very natural that, if you select your men properly, it is just a question of being able to help those men to get the best out of themselves, and, when that is done, they are bound to do the job right.

Should Watch Home Conditions

I think in order to carry out this responsibility a man has to go farther than the mere knowledge of what his men are doing in business hours. To my mind, he should positively know their home conditions. He should know their circumstances in as much detail as possible, otherwise he is liable to be treating them for a cold when as a matter of fact, it may be something of a cancerous growth.

He may feel that the salesman has grown stale, is not alive, not on his toes. He may even feel that he has lost interest in his work, which in a measure would be true, but the cause of it may be a home condition, and without a knowledge of what is going on there, as I say, to whatever extent it is possible for him to know, he is unable to cope with the situation. I think many a good man has gotten away from us for lack of this knowledge.

The big point on the sales organization is that of perpetuating your organization.

I am not going to dwell on that any more than to make the statement that our judgment of sales managers is based largely upon such a manager's ability to create and perpetuate his organization, and that means perpetuating it for the company—not what we will call a personal organization.

The Company They Keep!

¶When you find men who are interested and active in civic affairs, you'll find men who are outstanding figures in their communities.

¶ Ninety-nine per cent of our subscribers are members of from one to thirty civic, commercial and social organizations, and sixty per cent of them are officers in such organizations.

These are the men who will read your advertising in

ROTARIAN

The Magazine of Service

CHICAGO

Member Audit Bureau of Circulations

Advertising Manager, Frank R. Jennings, 221 East 20th Street, Chicago

Eastern Representatives Constantine & Jackson 7 West 16th St., New York Mid-West Representatives Lorenzen & Thompson, Inc. 122 S. Michigan Blvd., Chicago

Subscription price: \$1.50 in U. S., Newfoundland, Cuba, and other countries to which minimum postal rates apply; \$1.75 in Canada; \$2.00 in all other countries

Published Monthly by Rotary International



CELLULOID

As the largest independent distributors in the country of celluloid Calendar Cards, Blotter Tops, Rules, Gauges, Scales, Buttons, Pins, Badges, Bangles, Mirrors, Paper Weights, Name Plates, Signs, Grip Tags, Price Tickets, Pencils, etc., supplying the Government, State, City and many National Advertisers, we invite your specifications. AGENTS and SIDE-LINE MEN cooperated with.



Manufacturers and Manufacturers' Agents

Largest Independent Advertising Specialty Concern in the Country

26 Cortlandt St. 25 Church St. 25 Dey St. New York City



Why the Federal Trade Commission is Feared and Distrusted

(Continued from page 911)

"formal complaints" which the Commission itself, acting in the dual capacity of judge and prosecutor, has seen fit to make. It has sent an investigator to the accused, who listens to what he has to say, and comes back and reports. The Commission puts its own interpretation on the evidence produced, and decides that it looks like a case, or that it doesn't. If a majority of five political appointees decides that it does, the publicity mill begins to grind.

Dismissed Without Prejudice

The accused has never had a chance to face his accuser. As a matter of fact, he never does have, for the Trade Commission becomes the accuser and the judicial body as well. He may never find out who the original complaint; whether it was some jealous competitor, some discharged employee, or a bilious Trade Commissioner off his own bat. Is this a just basis for widespread publicity, which cannot be controlled, and against which there is no possible appeal? I do not think that it is, even granting that the Commission possesses the wisdom of Solomon, the deductive powers of Socrates, and the impartial restraint of blindfold Justice

Consider for a moment a specific instance. On September 2, 1919, the Commission issued a formal complaint in the following terms, and duly broadcasted the tidings thereof:

"Commission v. Ida Davis, doing business under the trade name of David Davis Sons. Charge: That respondent is knowingly and deceptively engaged in loading, doping, and saturating sponges with foreign matter, thereby falsifying the weight of said sponges, creating a fictitious price, defrauding and misleading customers, and causing prejudice and injury to competitors."

A rather serious charge that, and a pleasant little item to turn loose through the jaws of a mimeograph! And I don't suppose the competitors of the concern ever made any reference to it during the three years and more that elapsed before the case

was finally disposed of. Of course not! The fact is, however, that that black cloud hung over Ida Davis trading as David Davis Sons until January 4, 1923, when the case was—"dismissed without prejudice." Under the circumstances, "dismissed without prejudice" is very good indeed.

As a matter of fact, there are no fewer than forty-eight cases recorded in the Commission's Annual Report for the Fiscal Year ending June 30, 1923, which were dismissed for one reason or another, and in every last one of them the publicity mill has done its deadly work. Business men know only too well that it is not necessary to be found guilty of anything to bring down upon them the whispers and rumors and innuendos that result from Federal Trade Commission publicity. All that is needed is a complaint from the right quarter to start competitors to murmuring in customers' ears, "I suppose you know the Government is after those people. Yes, indeed!"

And There Is No Recourse

How far publicity of this character will travel nobody can predict, and the damage it may do is beyond the ken even of a Trade Commissioner, whose job is supposed to be the prevention of unfair methods of competition. Furthermore, it is important to note what an opportunity it affords to make trouble for those who are personae non grata to the Commission. It isn't necessary to accuse the Commission of trumping up charges against anybody, or of suggesting that it would be willing to entertain a complaint against some particular respondent.

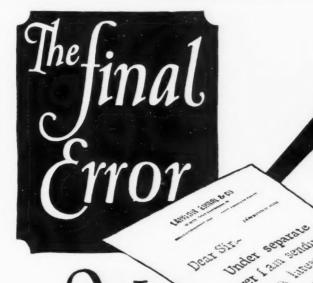
I wouldn't go so far as to say that the Commission ever has done this; or that it hasn't. The point is, however, that a vindictive or resentful Commission would have a beautiful opportunity to do so, most safely and effectually, because the damage would be done by the publicity in advance of the trial. When the Commission got around to it, the case could be piously dismissed "without prejudice," and there is no

come-back. Whether the Commission has ever been guilty of such a practice, or whether it never has, there is absolutely no assurance that it never will. It is not safe to leave such an opportunity within the reach of any group of individuals who enjoy the practical immunity from prosecution and the prestige that belongs to an agency of the Government.

Where did the Commission get this power to originate publicity concerning wrongful acts that have never been proved? Apparently it assumed it. Section 5 of the Trade Commission Act, which covers proceedings to prevent unfair methods of competition, says nothing whatever about publicity. In the whole text of the Act, publicity is mentioned only twice; once in the proviso that any officer or employee who makes public any information without the Commission's authority shall be punished appropriately, and once in Section 6, referring to the Commission's authority to make economic investigations. The latter states that the Commission shall also have power "to make public from time to time such portions of the information obtained by it hereunder, except trade secrets and names of customers, as it shall deem expedient in the public interest." If that refers to the proceedings covered by Section 5, as well as the information obtained under Section 6, somebody's foot slipped on the English language.

The Abuse of Publicity Power

As a matter of fact, the Trade Commission got its hunch on the mailing lists out of the Congressional Record and the reports of hearings in Committee, while the law was under discussion. A number of gentlemen of a radical temperament appeared in opposition to the proposed law, on the ground that the Commission would be "impotent" without power to enforce its own orders. "Not at all," said the advocates of the measure. "Publicity will take care of that. A man will hardly continue in his evil ways when it is publicly known that he



Toplan all the preliminary steps of your mail campaign right - to spend lots of time, money and thought on printed matter — and THEN to send it out "under separate cover," THAT is the Final Error.

1 2 M sending Lister's London "SOLUTION s name

Time couldn't CALL it an error. Then you were forced to send your catalogue "under separate cover" or else pay a prohibitive price for postage.

But today you have Du-Plex and Mon-O-Post Envelopes. You can send your catalogue and your letter under the same cover and yet pay FIRST-CLASS postage only on the letter.

Du-Plex and Mon-O-Post Envelopes make it possible to

was when you take the chill off the cold type of your mail matter with a warm personal letter. They provide one big husky compartment for your printed matter and a smaller one for the letter. They not only insure a more favorable reception for your mail proposal but they reduce your mailing costs.

> Don't commit the Final Error in your mail campaign. Send today for a free copy of "Suppose This Were Your Catalogue" and KNOW why.

DU-PLEX ONVELOPE CORPORATION 365 SOUTH SIXTH STREET, QUINCY, ILLINOIS

> "Mailing Information Headquarters" wenty-four Branches in Metropolitan Centers

COLUMBIAN

VELOPES

Du-Plex Envelopes are used for mailing catalogues, booklets, magazines, neuspapers, photographs, bluepprints, samples and merchandise when accompanied by letter or invoice—for every combination mailing purpose.

Both Together. Sir !

Du-Plex Envelopes, in stock sizes and in average quantities, are sold by many leading stationers. If you cannot secure them locally write direct to "Mailing Information Headquarters."



THROUGH MORE MAILS FOR SALES THE

Opportunity

Grow into partnership of small and growing Chicago agency. Twelve vigorous active accounts, some just beginning. Originally sold on one-man organization. Largely through their interest, business is expanding. Present owners (3) seek youngish man who can largely pay his own salary by service fee or commissionable business he brings or quickly gets-and aid in developing other accounts.

Financial interest possible as soon as we all see it would be mutually agreeable. Agency made money first year, doing better this.

Present ownership gentile—experienced — unusually industrious — and determined to keep overhead (including salaries) considerably below income.

SALES MANAGEMENT Box 127 CHICAGO

Sales Wenegament

Circulation Growth

Paid A B. C.
July, 1919 4,100
July, 1920 5,347
July, 1921 5,587
July, 1922 7,437
January, 1923 8,955
February 9,471
March 9,780
April 10,223
May 10,931
June 11,140
July 10,986
August 11,415
September 11,545
October 11,763
November10,974
December 12,112
January, 1924 12,362
February 12,450
March 12,600
April 12,819

More than ninety per cent of the titled "Sales Management" subscribers hold the position of sales manager or higher

Gross Circulation April Issue 13,450 Copies

Member A. B. C. and A. B. P.

has been ordered to cease and desist by the Government. All that the Commission will need is the power to make its orders public." Wherefore the newly fledged Commission concluded that it was the intention of Congress to bestow the power of originating publicity upon it, and acted accordingly.

It is probably a sound conclusion that Congress intended the Commission's orders to be made public, but it is hardly likely that it intended to authorize the setting up of a mimeograph to broadcast ex parte accusations, and mere expressions of the Commission's opinion in advance of a hearing. Such an authorization would come dangerously close to tearing up the Bill of Rights and throwing it in the waste-basket.

Business men ought to get up backbone enough to protest against this abuse of publicity on the part of the Commission, and make their protests effective. They ought to do this not merely for the sake of their own rights, but for the sake of the Commission as well. There is nothing that would restore confidence in the Commission so effectively as abandonment of its policy of trying cases in the newspapers, and making itself a pestilent source of poison gas. There is nothing that

would so effectually put a stop to the ugly rumors that the Commission is being used as a stalkinghorse for campaign contributions; that those who "come through" properly are immune from prosecution, while those who refuse may expect trouble. The Commission itself ought to be wise enough to know that it cannot go on forever on the present basis. The bill recently introduced in Congress to abolish the Commission entirely is merely an advance notice of what may be expected. The American business man is patient and longsuffering, but like Cousin George he can be pushed only about so far.

The poison-gas barrage of accusations and recriminations ought to be stopped. If the Commission is to originate publicity at all, it should be strictly limited to findings as to fact and conclusions based upon actual trial of the issues, not upon Star Chamber proceedings, the issue of which may depend upon the state of some Commissioner's indigestion, or some investigator's treatment at the hands of the office boy. After which, business men might well turn their attention to the problem of getting men appointed to the Commission who are fit for the job.

Sample Room Walls Papered with Product

HE problem of making a display stand out from similar exhibits by competitors and of utilizing the company's product in such a manner as to attract favorable attention and to lend sufficient novelty to attract the interest of passersby, is met by every company now and then when the time comes

for planning a sales exhibit.

An advertising stunt used by the United States Playing Card Company of Norwood, Ohio, said to be the largest playing card plant in the world, is the erection of the corner of a room which is papered entirely with thousands of

United States Pla

different styles of playing cards.

This idea is used for exhibits at fairs, carnivals, and other occasions where large-size crowds congregate. The space in the room is used for the display of the various styles and sizes of playing cards, and for other small products manufactured by the United States Playing Card Co. In

this manner high attention value is achieved for a product that is so small it would be difficult to display simply in packs, and the unique background for the sample room ties the product closely to the name of the company, which is prominently lettered on a wall.

Planting Quality Ideas to Help Sell in a Price Market

Business Paper Advertising Breaks Down Price Resistance for French Battery and Carbon Company in Industrial Field

HE campaign now under way for French Telephone Batteries is another demonstration of how copy can be made really interesting in spite of the fact that there seems to be very little to say about the product.

Nearly all batteries look alike. There are no distinguishing features which can be pointed out and used to show superior merit. There are dozens of batteries which look alike, which are the same size and the same weight as the French Telephone Batteries. There is no way for a buyer to know which of the many batteries are better unless he buys them and makes a test.

When the campaign was started several years ago the copy stuck to conventional quality appeals. As one of the men who directed the campaign said, "There was nothing in the entire series of advertisements that couldn't have been said about any other battery. We felt the need for getting the copy out of the rut, and the necessity for using some sort of a sales story that would impress the buyer with the fact that batteries should not be purchased on price alone."

Change of Advertising Tactics

"Last year a campaign based on historical facts was run in a number of papers reaching the big market represented by the hundreds of independent telephone companies whose lines form a network of wires in all rural communities in this country. We used illustrations of famous buildings or engineering achievements to show the value of buying and building for permanence. For instance, one advertisement told the story of the old Roman roads which, despite centuries of use, are still in good repair.

"Before the campaign had been under way more than a month or so, we began hearing comment which convinced us that we had struck the right method of approaching the telephone company purchasing agent who, in the past, had bought batteries solely on price."

When this season's campaign was planned it was decided to follow out the same copy idea—that of illustrating the folly of buying on price alone without taking into consideration the difference in quality. It was necessary to find a method for getting over the idea that quality is not always apparent until after the purchase has been made and the product tried out in actual use.

The Hidden Quality Argument

After several ideas had been suggested the company concluded to base this year's campaign on several well known, everyday examples of quality which is hidden beneath the surface. Simple, everyday, homely illustrations were used. In one piece of copy there is an illustration of mushrooms growing near the roots of a big tree. "A Mushroom Has Many Counterfeits" is the heading of this advertisement. The copy goes on to say, "A toadstool may look like a good mushroom, but it makes a dangerous substitute. Most people prefer the cultivated variety and certain safety. Telephone executives everywhere have learned to depend upon the certain quality of French Telephone Batteries."

In another piece of copy a cigar is pressed into service to illustrate the idea back of the copy. "The best part of the cigar is hidden" reads the headline, followed up by copy which brings out the point that the size, shape and wrapper of a cigar may be all right, but the only real test is the smoking. This is tied up with a short talk on the reliability of French Batteries. another piece of copy a gardener is shown holding two bulbs-"Yet one bursts forth into the colorful beauty of the hyacinth—the other is only a spring onion," reads the copy.

The company states that more comment has been received from this campaign than from any other since it started advertising. The homely comparisons seem to strike home with the average buyer of telephone supplies, and the constant repetition of the advertising, each advertisement with a new idea, but all designed to get over the same point, is having the desired effect. Each advertisement carries a large illustration of a French Telephone Battery, and practically every one informs the reader that hundreds of telephone companies have standardized on French Telephone Batteries.

Perhaps few sales managers realize what a vast market the independent telephone companies offer any company that sells anything used in the maintenance, construction or operation of a telephone exchange. There are more than 8,500 independent telephone companies and more than 15,000 independent telephone exchanges, in addition to the vast number of Bell and affiliated companies.

An Extensive Market

Most of these independent companies serve rural communities although there are independent companies in a number of fairly large towns in various parts of the country. Most of these independent companies use the old fashioned telephones that require batteries, and which are housed in a boxlike instrument which is fastened to the wall. That is why they use such large quantities of batteries.

These companies buy all sorts of construction material, poles, wire, tools, lumber, steel, paint, motor trucks, etc., in addition to the regulation telephone equipment. Ordinarily the average independent telephone company serves a community of farmers; often it serves several counties or part of a state, and while many of the individual companies may be small, the aggregate business placed by the independent companies amounts to an enormous total, and to the sales manager who has a product that interests them, this market is well worth careful investigation and cultivation.

Pictures that Put a Sales Hook in Printed Matter

(Continued from page 948)

so long as they do not stop in front of the camera. A lighted match, or the headlight of an automobile would impair results, as well as reflections from nearby electric signs.

Photographs which show distortion, when another exposure cannot be made, can be corrected by rephotographing the original print.

If a number of photographs are made for the same catalog, it is desirable that as many as possible be taken at the same time—developed and printed at the same time—and toned alike.

Furniture is best photographed before it is varnished if the grain is to appear in the illustration. Mirrors or glass should be taken out, and then later painted in by an artist. The difficulty of reflections in photographing silverware or polished objects can be overcome by daubing with putty or some oily substance. Or the object can be "tented" over with sheeting on all sides except the one facing the camera.

The best photographs show the object as though viewed from a point at a distance equivalent to about twice the greatest distance of the object photographed. Perspective is best obtained by placing the camera as far away from the object, and at about the same height, as one would view it with the eye. A three-quarters view is better than a straight front view.

The best results are obtained if the photograph is larger than the size of the halftone to be made from it. A photograph strong in contrasts, over-highlighted, with extremely dark shadows, will become more pronounced in contrast in the halftone. It is not advisable to letter directly on the negative; it can be done better on the print. A good way of doing this is to print it first in type or plate on a thin sheet of celluloid and then place the sheet of celluloid between the negative and the paper while making the print.

A competent representative from the manufacturer's organization should always be on hand when the photographing is done, as he will know better than the photographer the selling features of the goods, and can assist the photographer in setting them up to get the best results.

"Engraving results achieved always depends on the character of the workmen and the organization of the plant of your engraver," writes Charles W. Hackleman, in his manual entitled "Commercial Engraving and Printing," to whom the writer is indebted for several of the suggestions given above.

The Salesman Who Fritters Away His Time With Sidelines

(Continued from page 913)

dabbling with side-lines, so that the salesmen would have a full and complete line of books. But the plan didn't work, as Mr. Weedon shows in the following account of his experience with side-lines.

"As a dealer in subscription books I thought that our company could make more money by having a general line which would appeal to the average man or woman. In other words, when our representative called on a woman to sell her a reference work for her children, and found that she had no children, she could sell her a medical book or a Bible.

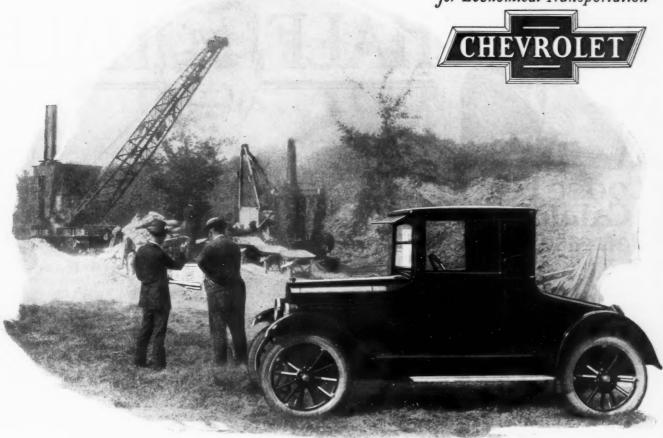
"This was equally true of the men. If we found a man had a set of engineering books, but was interested in advertising or law, we could sell him one of these books. We handled thirty-six books. They were on all kinds of subjects, including standard sets of Shakespeare, Dickens, etc. Theoretically, we were fortified for every type of per-

son and condition which might arise in selling, and there was no way a prospect could get away from our representative. We filled every need

"But this was only theoretical, and the only way such a plan worked was on paper and in our imagination. Because a medical book appealed to them particularly, or because they were interested especially in religion, or because education was the most important thing to them, our representatives specialized on one of these books. They did not attempt to find out about the other sets as they did about the one thing they were interested in, and therefore when the prospect did not buy the one set they knew most about, they were absolutely lost. They came away from the prospect feeling that there was no possibility of their making good selling books, because with all their varied and complete line, they had not been able to make a sale. A great many capable people became discouraged, and went into other lines of work, in which they could not make the success they might have made in the publishing business.

"After seeing this condition and worrying considerably about the large turnover in sales people, and the struggle we had to get up our volume of sales, we decided to do away with every single set of books except one, which we considered the best, a set of children's reference books. As many salesmen as would concentrate on this set, we kept. The others left us. We concentrated all our activities, all of our thought, time and money on teaching sales people how to sell this set. The average income of our sales people increased immediately. The volume of business went up. We made bigger sales per week and per year. As a company we had one thirty-sixth the worry and many times the profits that we formerly had with the varied line."





Superior Utility Coupé

\$640

f. o. b. Flint, Mich.

Prices f. o. b. Flint, Mich.

SUPERIOR Roadster -	_	\$490
SUPERIOR Touring -	-	495
SUPERIOR Utility Coupe	-	640
SUPERIOR 4-Pass. Coupe	-	725
SUPERIOR Sedan -	-	795
SUPERIOR Commercia! Che	RSS	is 395
SUPERIOR Light Delivery	-	495
Utility Express Truck Chass	is	550

Fisher Bodies on closed models

First Aid to Business

The popularity of this car has at all times taxed our large productive capacity.

It meets completely the requirements of most business and professional workers.

The quality of this Chevrolet model is high and along strictly practical lines. The design, construction and finish of the body pleases discriminating motorists, and the economy of operation averages lowest for this type of car.

The mammoth rear compartment is of constant value to all who must carry luggage, equipment, samples, etc.

The best salesmen of this car are the people who use it daily. Ask any Chevrolet dealer, or talk to owners anywhere.

Chevrolet Motor Company, Detroit, Mich.

Division of General Motors Corporation

In Canada—Chevrolet Motor Company of Canada, Limited Oshawa, Ontario

Five United States manufacturing plants, seven assembly plants and two Canadian plants give us the largest production capacity in the world for high-grade cars and make possible our low prices.

Chevrolet Dealers and Service Stations everywhere. Applications will be considered from high-grade dealers only, of for territory not adequately covered.



Loose Lea Cataloos Decrease Costs

Don't discard a whole edition because a few pages become obsolete or prices change. Simply replace incorrect pages with new ones. Loose-Leaf Catalogs can always be kept new and up-to-date.

Get This Booklet

It illustrates and describes an ex-It illustrates and describes an ex-tensive variety of Loose-Leaf Bin-ders for Catalogs, Sales Manuals, Price Lists, etc. It contains valu-able information regarding Loose-Leaf Catalogs. Send for your copy

The C. E. SHEPPARD CO. 260 Van Alst Ave., Long Island City

Executive Seeking Responsible Position

Seven years Assistant to General Manager. Four years and at present Assistant Sales Manager concern doing over three million yearly. Graduate leading university, mental type, capable, levelheaded, hard worker, age 36. Reasons for desiring change will convince you. Location unimportant but would prefer East of Alleghenies.

> Box 569 "Sales Management" Chicago, Illinois

MINNESOTA SUMMER HOMES FOR SALE

For those desiring summer cottage homes on one of Minnesota's most beautiful chain of lakes—not mansions or great estates, but very nice, comfortable places. Furnished for house-keeping and ready to occupy.

WRITE FOR FOLDER which describes these properties in complete detail

R RAYMOND & CO.

R. RAYMOND & CO. 1006-7 Guardian Life Bldg. St. Paul, Minn



"Save the Surface"

On Seventh Avenue, near Fiftieth Street, New York, is an immense hole in the ground, covering more than half a block. It is the beginning of the lamented Commonwealth Hotel, the cooperative venture which flivvered out. Steam shovels and scaffolding are rusting and rotting. Perhaps some day the work will be resumed, but the lapse will cost added power and money.

Across the street is the office of a manufacturer who announced the other day that he was stopping his advertising because business conditions in his line were some-

He thinks of the good-will of his product as something that is settled and lasting. Something that will not deteriorate.

But nothing is everlasting. By stopping his advertising at the moment when he ought to be increasing it, he exposes the very foundation of his business to elements quite as destructive and more rapid in their action than those which are attacking the scaffolding and tools of the hotel venture.

An advertising structure is never finished. It gets better, more valuable-or if neglected, the beams sag, the roof starts to leak, and the competitor small-boys throw stones through the windows.

1/2 & 1/2

D. L. Hedges, publisher of Good Housekeeping, has proposed to a number of other publishers, advertising agents, and advertisers, that they organize "The Society for the Elimination of Bunk in Business." He states:

"America is actually becoming drunk on a brand of popular psychology that injects exaggerated notions of success into almost everything. Many business men seem to be conducting their businesses according to a formula that is as ridiculous as it is unnecessary.

"Consider, for one thing, the amount of bunk there is in advertising copy-the bunk of overstatement, the bunk of needless comparison, the bunk of 'atmosphere' based on snobbery.

"I think that it is about time that a few of us get together and open the windows and let in a little fresh air. For one thing, it should tend to eliminate much of the merited satire now being directed at advertising and big business generally."

This raises several interesting questions: First, does bunk pay? Does the public demand it? Did Barnum have us sized up right?

The other question is-assuming that bunk doesn't pay as well as straightforward, honest merchandising appeals, how can it best be eliminated? It is a problem that concerns every advertiser, every user of the mails, for as buyers become conscious of

all this bunk, they tend to think that all advertising and selling appeals are bunk. Mr. Hedges says America is actually becoming drunk-perhaps the best cure would be to go on a still wilder jamboree and then we might wake up some morning with a very sick business headache, and take the pledge. 1/0 & 1/0

Do Blonds Make the Best Salesmen?

"Yes!" declare some, while others give an equally positive, "Yes!"

Mr. Colcord, in a series of articles in SALES MANAGEMENT, is having some fun with the phrenologists and character analysts. I deplore this. I once took a course where I learned, "Beware of the man with no ear lobes"-a sure sign of criminal tendencies. Several weeks ago, a man I supposed was a friend 'borrowed' a bottle of gin. He hasn't returned it, and Sunday I learned why-no ear lobes.

To show Colcord up, I visited a number of sales managers and put the question, "Do blonds make the best salesmen?" The answers refute Brother Colcord.

Johnson of the Acme hit the nail squarely on the head when he said emphatically, "That is a question I do not care to discuss. An equally intelligent executive, who asked us not to quote him, said, "Yes, the wives or sweethearts of my most successful salesmen are blonds," while six others said, "I haven't the slightest idea." In other words, the concensus of opinion was that blonds do or do not make the best salesmen.

"Key" Customers

Sales of a certain expensive toilet water were slow at Altman's. Then all of a sudden Altman began sending in ordersdozens, then grosses. Sales in one month were larger than for the preceding twelve. The sales manager made a special trip to learn the answer. He found that the wife of one of the Vanderbilts had come in and ordered six bottles-said she was going on a trip and couldn't be without that toilet water.

Immediately the sales girls became enthusiastic, and told all of the women who came to the counter, "This is the toilet water that Mrs. Vanderbilt uses."

"Key" customers are a valuable asset, not so much for their direct purchases as for the indirect influence they exert. I know of one large company that employs a high-priced promotion man to spend all of his time looking up names of present key customers, wholesale and retail, creating new ones, and feeding the information out to the salesmen. They say that it is one of the most profitable things they do.

PHILICITUS.

ARE YOU GRAPHICALLY ANALYZING YOUR SALES?

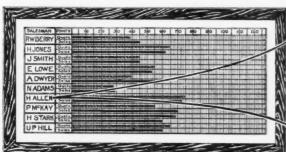


A COMPLETE Graphic Sales Control

SYSTEM IS NECESSARY FOR INTELLIGENT SELLING

THIS MASTER SALES MAP

Is marked off with cords and pins to show the sales manager where each territory lies, where each agency is located and where the division manager is.



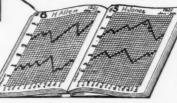
THESE DETAILED SALES MAPS

Show locations of customers and inquiries. Every detail of each man's territory is shown by map pins on large scale maps mounted on cork filled leaves. These are for quick reference in handling correspondence and referring customers to the right Division Manager or jobber.

THIS SALES CHART BOOK

THIS SALES QUOTA CHART

This Mechanical Bar Chart shows each division manager, where he stands as compared to the others and his own quota. Each day his tape is advanced, corresponding to his sales so far this month. Each Division Manager also has a similar chart showing each of his salesmen how they stand.



Has letter sheet size charts of each man's record of sales by dollars or tons, also expense records per sale and in percentage.

We make and sell every kind of EDEXCO material for Graphic Sales and Production Control and can supply everything from map pins and charting paper up to the complete control systems.

THIS PHOTOSTAT

of the Quota Chart is mailed to the Division Manager weekly so he can see himself as he is seen at headquarters.

Fill in the roomy coupon today



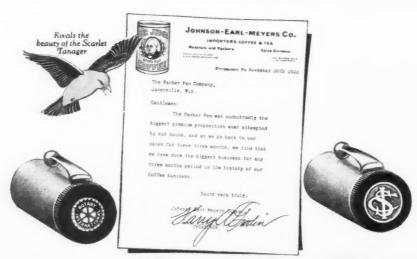
PROVIDENCE, R. I., U. S. A.

EDUCATIONAL EXHIBITION CO.

534 Custom House Street, Providence, R. I.

Please send me at once your book, "GRAPHIC RECORD SUP-PLIES AND MECHANICAL GRAPHS," illustrating in four colors the devices for Graphic Sales Control.

City and State....



Beats Cash Bonus

for Increasing Sales and Collections

Prove It Before You Pay

Offer Duofold Prizes BEFORE You Order Pens
— Give Only Where Earned — You Take no Risk

UNBELIEVABLE Results! Quick Action! No Risk! Not a reason on earth why your sales should suffer from the Summer Slump habit if you offer Parker Duofold Pens to stimulate salesmen, jobbers, dealers, consumers—whoever the factors are that influence the sale of your goods.

Read What Others Are Doing

Get orders, window showings, subscriptions—whatever is practicable to get if you rouse up sufficient *drive* and enthusiasm.

Parker Duofold—the Classic pen—will do the job. You can't conceive how eagerly people will work to earn it.

No other prize or premium—not even cash of equal amount—stirs men and women to such endeavor.

Everyone knows, values and aspires

to own this Classic pen. You don't have to spend a second to create interest in it. Just read the results obtained by prominent concerns and think how you can offer Parker Duofolds to stimulate your sales or collections, cement your business friendships or accomplish any one of a dozen other important objects.

Get Quantity Discounts

Write our Industrial Department for list of premium plans, prize contests and prices on quantities.

You don't have to order pens until after your returns are in. So you pay for only such pens as have actually earned their way.

Mounted with Your Trade Mark

Your name, trade mark, emblem of merit or name of pen winner will be put on pens for moderate additional cost.

Don't fail to inquire. Parker Duo-

fold's power to influence people's minds and acts has never had an equal in business history. Address 14 Industrial Dept., The Parker Pen Co., Janesville, Wis.

Memo to Write

14 Industrial Department, The Parker Pen Co., Janesville, Wis., for Quantity Discounts on Pens: also Contest, Sales and Collection Plans.

Over-Size Duofold \$7 . Lady Duofold or Duofold Jr. \$5

Parker Duofold Pencils match the Duofold Pen, \$3.50

International Correspondence Schools, Scranton, Pa., met the Summer Slump situation with a field men's contest for Parker Duofolds bearing I. C. S. emblems. 200 men won pens. Greater results than previously when costlier prizes were offered.

American Mig. Co., Aurora, !!l., writes that Duofold Pens offered sales people were productive of much greater results than 17-jeweled watches.

Armstrong Cork Co., Linoleum Division, Lancaster, Pa., presented Parker Duofolds at jobbers' convention with gratifying results. The Pirika Chocolate Co., New York: "Parker Pens incentive both on collection work and new accounts opened by our own salesmen, as well as splendid stimulus to jobbers' salesmen over whom otherwise we have no control. Have tried other prizes including cash without the same success."

The Prudential Insurance Co., Newark, I.V. J., used Parker Pens to assist in collection of premiums in arrears and to stimulate agents, with substantial dollars-and-cents returns.



The Studebaker Corp., South Bend, Ind., awarded 200 Parker Duofolds in steeplechase contest among retail salesmen for highest total car deliveries during July.

The Origin and Development of the Advertising Agency-III

(Continued from page 936)

of these lines available in the United

It would give the individual organizations added strength as a result of the opportunities for conference between the various groups.

It would result in a definite standardization of service in each organization and a definite standardization of routine operations.

It would mean a safer business because no one organization would be dependent upon conditions in a given locality; and the loss of an important account by one organization would not be so serious a matter because that loss would be spread over the whole group.

Each individual company would maintain its identity in its own locality, operating under its original name, as a branch of the holding company.

All national advertising of the organization would be done in the name of the holding company, with the various individual companies indicated as branches.

Under this plan, the advertiser would have all of the advantages of individual service on the part of an organization in his immediate locality, with the addition of auxiliary service in all of the important business centers of the country from a research, planning, media and merchandising standpoint. In addition, the advertiser would have the service of a highly specialized central organization which would have more complete equipment than it would be possible for any of the individual agencies to have.

Having established this giant advertising agency with its twelve or fifteen branches, the next step would be to establish in connection with each of these branch offices a definite sales service to aid the advertiser, not only in getting distribution, but in maintaining it after he has it.

Such a sales organization would supplement, not displace, the individual sales organization of the manufacturer. This supplementary sales work could be done on a much more economical basis than it would be possible for the manufacturer to do it.

Whether this sales service would be handled on the basis of a definite fee or a commission basis, similar to that on which many merchandise brokers operate, would have to be worked out after a careful study. Perhaps the latter plan would be more desirable because it would give an opportunity to share in

"Sales Division" Services

This department of the business. which I call the sales division, would offer the following services to manufacturers: Sales supervision, sales representation, distribution service, specialty service, demonstration service, sampling, window trimming service and possibly warehousing.

Perhaps at the beginning, specialty service would be limited to a few fields such as food products, drug sundries, automobile accessories, hardware specialties and electrical specialties.

The advertising division would offer advertising agency service, direct mail service, commercial research, business analyses and business counsel

Once this plan was well started it would be only a question of time until it would include Canadian and o'her foreign branch offices, making the scope of the institution interna-

In order, therefore, to visualize such an organization, I choose to call this new development the International Merchandising Corpora-

One of the outstanding reasons for such a development seems to me to be the growing demand on the part of advertisers that their advertising shall pay; and, therefore, the growing necessity for the agency to have a part in the active sales end of the business, receiving therefor possibly a share of the profits from the increased business.

My conception is that a number of outstanding organizations, such as I have outlined in the advertising and sales field, would entirely eliminate the local advertising agencies, leaving only the service agencies for the handling of local advertising.

SALES MANAGEMENT FOR MAY, 1924



Where the Sale Begins

First impression is important—see that the card you present is an indication of your business character.

Wiggins Book Form Cards can be beautifully engraved or printed, and are always clean and convenient. Bound at one end, they detach easily with a smooth, straight edge. They easily with a smooth, straight edge. have the snap and "feel" of quality.

We engrave them or supply blanks to your printer for type-printed cards. Convenient cases in several forms. Write for sample tab and information.

The John B. Wiggins Company Established 18 CHICAGO 705 Peoples Gas Bldg. 1102 S. Wabash Ave.

Printed—but brings a lot

Yes, printed; no attempt to make it personal, and yet it brings a message of real value to the man who needs more business or wants to reduce selling costs. Are you that man? Then ask me for Letter E-5 and learn that I can help you accomplish what you seek by letters, sales literature or advertisements of rare effectiveness, or through counsel on your sales problems.

Corneil Ridderho

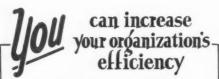


Sales Managers!

Liven up your sales contests and bulletins with original cartoons. If you have an idea we'll work it out; if you haven't, we'll supply

one. We specialize in convention cartoons. Send for proof sheets

We Draw Cartoons to Order **Business Cartoon Service**





See that each member uses a

Robinson Reminder

The coupon memo book. Jot it down, do it, tear it out, leaving live notes only.

Get special quantity prices from your stationer

ROBINSON MFG. CO.

Westfield, Mass.

PREMIUM SERVICE and PREMIUMS

—We save you all the overhead expense, all your investment in premiums and all the worry and bother of buying, handling and distributing.

Our business isn't identified with either cooperative coupons or trading stamps. Our patrons retain their identity; the premiums are theirs, the catalogs or leaflets are theirs and the coupons are theirs; we are simply their premium department.—Let us send you our booklets explaining everything in detail.

THE PREMIUM SERVICE CO., Inc.
199-201 Franklin Street New York

\$22,000 from a !

\$22,896.20 worth of merchandise sold with a single one-page "form" letter at a total cost of \$136.05. Send 25c for a copy of "Postage Magazine," and an actual copy of this letter will be sent gratis. If you sell, you need "Postage," which tells how to write Sales-Producing Letters, Folders, Booklets, House Magazines. Subscription \$2 a year for 12 numbers chock full of usable, cashable ideas.

POSTAGE, 18 E. 18 St., New York

TESTIMONIALS

Orders, checks, maps, reports, blueprints, tc. PHOTOSTAT prints are convincing photographic facsimiles—produced without plates Send for Samples

Best prices—Quickest service

Commerce Photo-Print Corporation
80 Maiden Lane
New York City

Better Booklets for Less Money

5000 Eight-Page SOKLETS Sound Four Page FOLDERS Sound Enameled paper \$70 Good Enameled paper \$42 1000 8-page booklets, \$25 1000 4-page folders, \$20 Write for Free Samples on Your Printed Lettorhead

E. FANTUS CO., Printers, 525 S. Dearborn St., Chicago

When Your Sales Contests Begin to Lose Their Kick

(Continued from page 928,

constantly, unceasingly, unremittingly. That is the "small stuff" out of which his orders are made.

The idea for a "sampling contest" for Franklin cars is an adapted idea taken from the merchandising methods of concerns that sample their products—soap, chewing gum, dental cream, breakfast food and other articles of general consumption. The sales manager of the Franklin Automobile Co. said:

"We decided to call our October contest a 'Sampling Contest' because that is just what it was. Keen merchandisers in other lines, even though they spend thousands of dollars for advertising, do not stop there. They send out samples. They wish people to know what their product is like. Offhand, you can think of several whose samples you have received and many of these samples have made you a user of the product.

"So why not a sampling campaign of Franklin riding qualities, handling ease, time-making ability, economy, safety, reliability?

A Franklin "Sampling Contest"

"October 1st was set as the starting date for the 'Sampling Contest.' Our dealers by that date had received their new fall demonstrating cars. A big advertising campaign in the magazines—a double page spread in a national weekly—full pages in newspapers at various points through the country, regular newspaper advertising at other places, helped to center attention on the Franklin car. In addition there were special window displays for dealers' showrooms.

"In our announcement to the salesmen we emphasized the point that the contest was not for sales but for the largest number of samples (rides) given to prospects.

"Our dealers were divided into eight groups to equalize territories and population centers. Four prizes were offered to the winners in each group, \$250 to the salesman who piled up the most points; \$150 to the second; \$100 to the third; \$50 to the fourth. We distributed altogether \$4,400 in prizes.

"The contest ran from October 1st to October 10th. For scoring purposes one point was credited to each salesman for each mile a passenger was carried and an additional point for each mile the passenger drove the car. For example, when a salesman carried four passengers fifty miles, he received a credit of 200 points. If he induced each passenger to drive ten miles of the fifty, he received forty additional points. If one passenger drove the car forty miles, the additional score was the same—forty points.

Contests Must Be Simple

"In order to compete in the contest every salesman had to register. The registration slip read:

"'Big Sampling Contest
"'Entry Blank
"'Franklin Automobile Co.,

"'Syracuse, N. Y.
"'I hereby enter the Franklin Sampling Contest and agree to participate according to the Contest

and now have in my possession.'

Rules, copy of which I have read

"This slip had to be signed by the salesman and mailed to head-quarters at Syracuse. Salesmen who did not register were not allowed to compete. This point was very important and had a good deal to do with the success of the contest because it meant a prompt start and keen rivalry."

Simplicity is a vital element in a sales contest. The most successful contests are generally the simple ones. Complication tends to slow things up. The salesmen must not have too much to keep in mind. Rules and conditions should be subordinated to the big idea, whether it is making sales or giving free rides to prospects. First elaborate, then eliminate. Elaboration is necessary in the preliminary stages to catch interest. Playing up details is good advance advertising. As the contest approaches, let the details fade out of the picture. When the bell rings for the start, there should be just one idea left-how to win. Forget everything else.



J. E. GREENSLADE, President National Salesmen's Training Association

Let Me Introduce You to Some Real Salesmen—Gratis, of Course

THERE are still a good many sales managers who are not aware of the fact that the National Salesmen's Training Association maintains an Employment Service Department that is gratis to all concerned.

Every year we put thousands of our Members in touch with concerns needing salesmen—and invariably these men make good in a big way right from the start. This is not surprising to us because a trained salesman will always outsell a man who relies on native ability.

N. S. T. A. Members Receive Specialized Training

In addition to a thorough training in the fundamental principles of salesmanship, our Members receive specialized training in the following lines:

Real Estate
Automobiles and Accessories
Stocks, Bonds and Securities
Insurance
Advertising and Advertising
Specialties
Groceries
Boots and Shoes
Hardware
Clothing

Office Supplies Meats, Poultry, etc. Dry Goods Musical Instruments and

Supplies Sporting Goods

If you need one or more salesmen then do not hesitate to use the request blank below. We have scores of Members who are ready to step into sales positions—many of them have had sales experience, others who are ready to take their baptism fortified with the knowledge gained from our result-securing system of Salesmanship Training.

Wonderful Records Made By N. S. T. A. Members

We have in our files hundreds of records to prove our Members have quickly lead entire sales forces after a short period on the firing line. And the remarkable part about some of these performances is that a good many of the records are held by men who never sold goods before. But they know what to do and what not to do—thanks to the training they had received with the N. S. T. A.

There are no strings to this offer. So why not see what this free service can do for you. Without question we have just the right kind of man or men you need. And every man has proved his energy and ambition by completing his training with us.

Write or use the Coupon

We make absolutely no charge for putting you in touch with our Members. Just let us know your needs, how many men you want, and we will find the men who fit into your proposition.

Hundreds of the best known concerns in the country have used this Employment Service with a full measure of satisfaction. You, too, will be highly pleased.

Employment Department

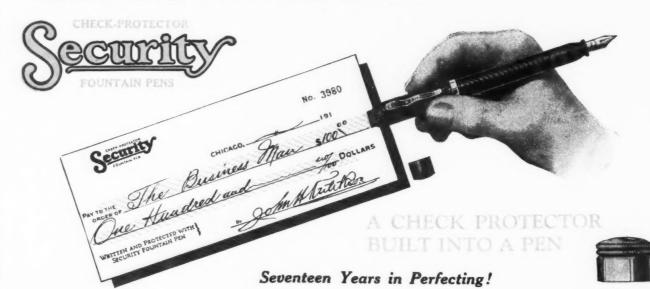
National Salesmen's Training Association

53 West Jackson Boulevard

Chicago, Illinois

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"THE NATION'S BIGGEST BUSINESS BUILDER"



THIS WONDERFUL

combination of a perfect, smooth-writing, non-leakable fountain pen with a unique and practical check protector enables the writer to write and protect his checks any time—any place. Just think! \$53,000,000 was lost in one year through alterations of checks and other negotiable papers.

The Security Check Protecting Fountain Pen is designed to give protection of EVERY KIND, EVERY-WHERE, against EVERY sort of check-manipulating crookedness. Its knife-edged steel rotating, cutting wheel scores the paper and fills the scoring with an ineradicable acid-proof ink, which can not be removed. This protection is given to the amount, payee's name, check number, date and memoranda. It affords equal protection to names, amounts, signature and important clauses on deeds, wills, contracts, etc.

The Fountain Pen itself is the result of seventeen years' experiment. It flows so easily, writes so smoothly and is so durable that on these merits alone, it should cause most fountain pen users to discard their present pen in its favor.

No. 300 \$3.50 No. 600 \$5.00 No. 400 No. 400 No. 800* 7.00

*In long or short styles. Giant Security made in beautiful red and black (mottled) finish. Exceptionally large ink capacity.

CUT OUT THIS COUPON

SECURITY PEN CORPORATION

Dept. P. 1, 900 W. Jackson Blvd., Chicago, Ill.

NAME ADDRESS

TITY STATE

- 1. Special screw pressure filling mechanism.
- Double channel air cushion feed bar. Prevents leaks and blots.
- Wonderful rolled gold spring clip. The clip with a grip.
 14 karat gold pen, tempered by secret process and tipped with native iridium.
- 5. Perfect check protecting device, equals \$100.00 machines.

Your customers too, will be delighted with one of these beautiful pens as recognition for their valued

This pen can be used to advantage as a gift for the opening of new accounts and are particularly appropriate for favors at sales convention banquets.

A gift that long will be remembered and of exceptional value to every man or woman, regardless of the number of pens they may own, because of the Security's practical check protecting device.

If you desire to secure the cooperation of jobbers or retailers in disposing of special merchandise in quantities, there can be no greater incentive than offering a Security as a special bonus.

We particularly recommend our "Giant" Security mottled finish, retailing at \$7.00, a pen of beauty—with extra large ink capacity. The size that so conveniently fits the hand of the average busy business man.

Order one of these pens today for your own personal use. Try it out in every conceivable way. Satisfy yourself that the Security Check Protecting Fountain Pen is all that we claim it to be.

Money cheerfully and promptly refunded if you are not thoroughly satisfied.

After you have given this pen a severe test, then write us for special quantity discounts to firms, anxious to use the Security as a business builder.

Order one pen or enough pens for the heads of your various departments. Be absolutely convinced.

Mail the coupon without delay

ALBERT G. BURNS, Director of Sales

SECURITY PEN CORPORATION

900-910 W. Jackson Blvd. Dept. P CHICAGO





If you have ever sent for an important catalog or booklet, with the idea of placing an immediate order and received a nice letter from the firm saying "the catalog you requested is being sent to you under separate cover"-if you have ever done this, and then had to wait and wait and then write and write again before the catalog actually reached your desk, you will appreciate the importance of having your catalog reach your prospects at the same time your letter arrives. How this may be accomplished and a lot of other interesting information about correspondence methods will be found in a booklet just published by The Duplex Envelope Company, Quincy, Illinois, entitled "Suppose This Was Your Catalog?" An interesting letter and the booklet will reach you "Both Together, Sir!"-if you write for it.

A nice fat order from some big chain store organization, dangled before your eyes, is a mighty big temptation, especially in these days of increasing competition, but it is one that you should think twice about accepting according to "The Menace of the Chains," published by the Millis Advertising Company, Peoples Bank Building, Indianapolis.

This little hard bound booklet points out the way to enjoy the patronage of the chain stores without endangering your "regular trade" in what seems to us to be a very logical manner.

B. W. Lewis, vice-president of the company, says the edition is limited, but the information that you saw it mentioned in SALES MANAGEMENT may be the right word to get you a free copy.

Here's a tip "as is" a tip! The Lee Paper Company of Vicksburg, Michigan, has just published a series of Louis Victor Eytinge letters in a big beautifully bound book, called "The Blue Book of Business Letters" which it is distributing free to interested sales executives through its jobbers, The Seaman Paper Company, 208 S. La Salle St., Chicago. The purpose of the book is to "sell" you on the value of "Sentry Bond" for business letters-which would not seem to be a difficult task after seeing the bookbut any man who knows Louis Victor's reputation as a letter writer will be quick to ask for a copy for the letter samples alone. Many of them have never before been published to our knowledge. Better get your "bid" in right away before they are all gone.

An illustrated pamphlet explaining the use of blacks in advertising illustrations in *The New York Times* has just been issued by the Artists' Guild for the guidance and information of its members.

The purpose of the pamphlet, which contains several pages of illustrations chosen to make clear the application of *The Times*

rules, which are also in effect with many other metropolitan newspapers, is explained in a foreword by Orson Lowell, chairman of the committee of the Artists' Guild which cooperated with *The Times* in drawing up the suggestions to artists in convenient form. Mr. Lowell writes: "It is not the intention of the Artists' Guild to give its members a lesson in art by means of these suggestions and examples. We merely wish to formulate *The Times* standards conveniently and to show that good drawings can be made in accordance with them."

Commercial artists, and advertising men generally, will find the pamphlet helpful. Address *The New York Times*, Times Square, New York City.

How an abundance of cheap power influences the sale of household electrical appliances such as washing machines, vacuum cleaners, electric irons, etc., is clearly shown in a comprehensive survey of market possibilities for these products in Spokane, Washington, just prepared by The Spokesman-Review and Spokesman Daily Chronicle. The report has been prepared with great care and as a matter of comparison, information concerning electrical development in other sections of the United States is authoritatively quoted. Since this data is taken from the latest available figures of house wiring, power cost, etc., for the entire United States, the survey should be of unusual value to sales executives interested in household products, whether they are planning campaigns in the Spokane territory or not at this time. Write Tom J. Turner of the Spokesman-Review for a complimentary

Practically anything you might want to know about market conditions, trade statistics, dealer outlets, etc., for the entire state of Wisconsin and the city of Milwaukee, particularly, will be found in "Facts and Figures for 1924," a great big 233-page book, issued annually by The Milwaukee Journal. Your market analysis files are not complete without it. R. A. Turnquist, advertising manager, will be glad to send you a copy and to give you specific data on particular merchandising problems if you address your request direct to him.

As a change of diet in your salesmen's bulletins and house organs you might find something in "Selling Sense and Nonsense," a folder written by A. H. Dreher, 3136 Washington Boulevard, Cleveland, Ohio. Following somewhat the style of the "You Know Me, Al" stories, it is refreshing in its humorous application of common sense ("the sixth sense every salesman ought to have") to the every day problems of salesmanship. Mr. Dreher will send you a copy if you ask him for it.

WANTED Sales Manager

A nationally known manufacturer of a high-grade specialty wants a sales manager with broad and successful experience; a man whose past record proves his ability to attract and hold first-class salesmen. Age between 30 and 45 years. Integrity and industry necessary qualities.

Liberal salary. Inexperienced applicants will not be considered. Correspondence invited with men presently employed in sales organizing work who are qualified for broader fields.

A searching analysis of past career will be necessary. Give full history of experience and state qualifications in a letter to

BOX 561
"SALES MANAGEMENT"
1801 Leland Avenue Chicago

Sales Manager

to organize sales force. Nationally advertised staple products of unusual demand. Splendid opportunity for producer.

Bonded Cross Co., Inc. Dept. M-14 New Orleans, U. S. A.

DIRECT EVIDENCE INCREASES SALES

Y OUR salesmen should show skeptical prospects the testimonial letters and orders which you receive from satisfied customers—it would remove doubt and get the order.

HARD-SHELL PROSPECTS DEMAND PROOF You could provide it by making use of the testimonial letters and orders lying idle in your files.

PUT POWER BEHIND YOUR TESTIMONIALS Give a copy to each of your salesmen and note the effect on their moral and orders.

We make copies of anything written, printed or drawn—Letters, Orders, Contracts, Maps, Plats, Charts—without the use of glass plates or expensive cuts.

Write for Samples and Prices

AJAX PHOTO PRINT CO.
35 W. Adams St. Chicago, Ill.

EARL B. SHIELDS Advertising

PERSONAL service that is A valued by our clients for its completeness, its sincerity, and the skill with which it is performed.

1623 HARRIS TRUST BLDG. CHICAGO

A RHINESTONE IN A PLATINUM MOUNTING?

What kind of copy are you setting

in the white space you buy?

Is each piece of copy a jewel of salesmanship? Does it set up the desired impression in the minds of your readers? If you feel that an outside viewpoint may be of service to you. whether it be to write a form letter or handle a campaign, let me offer a suggestion or two.

No obligation, of course,

ARTHUR K. FOX
Advertising Counsellor
312 N. Harvey Ave. Oak P Oak Park, Ill.

DIFFERENT SALES LETTERS

Not much different from ordinary ones— except in the results they bring.

For example, a letter written for one of my clients pulled twenty-five per cent orders. written for one of

That's the difference that counts.

Consult RALPH M. KAPLAN 263 Fifth Avenue New York





in stamps for latest proof sheets of

Sales Managers REDI-CUTS

Corking good stock illustra-tions for Advertising, Sales Bulletins, House Organs, Publications, etc.

Monarch Studios 341 Fifth Ave., New Yo



LIDE-VERTIZE

Get your product before the consumer when he's in a receptive mood

AT THE MOVIES

We design slides for hundreds of Nationally Known Products

Let Us Plan YOUR Campaign

STANDARD SLIDE CORP. 209 W. 48th St., New York



This old poster was a masterpiece fifty years ago

Forty Million Dollar Investment in "World's Greatest Hotel"

nounced-and is being built. The world-famous Palmer House of Chicago is now being razed to make way for the new Palmer House which, when completed, will again thrust the famous old hotel to the top of the list of internationally known hotels.

Early in April workmen started tearing down a part of the present structure to make way for the new building, which will cost \$20,000,000 and which will be erected on a lot valued at \$20,000,000. The new building will have, when completed, 2,268 rooms, and 2.268 baths. This is sixty-eight rooms more than the Pennsylvania in New York, the present world's largest hotel. There are several other larger hotels planned but as yet work has not been started on them.

According to the management of the Palmer estate, the new hotel will be the third largest building in the world. It is said that the Marshall Field store, with its 28,000,000 cubic feet comes first, and the Equitable Building in New York second with its 24,000,000 cubic feet. The Palmer House will have 21,500,000 cubic feet.

With the cost of the building and the value of the land \$40,000,000 will be involved in the investment in the Palmer House project. The building itself will cost \$17,000,000 to which must be added \$3,000,000 for furnishings. One of the largest loans ever made in this country was made by the Northwestern Mutual Life Insurance Company of Milwaukee. The loan is to run for twenty years at five and one-half per cent and is for \$17,000,000.

The great advances in cost of hotel construction and in the size and splendor of the modern hotel as compared with the older hotels is shown by the figures on the cost of the present Palmer House which cost, when built, \$2,250,000, less than the furnish-

ings for the new hotel. Work on the present building started in 1870 and was completed in 1873. It had seven hundred rooms and was considered one of the world's finest hotels.

Some unique features have been added to the new hotel; the fifteenth floor will be devoted exclusively to feminine guests, and for their convenience there will be a beauty parlor, reception room, library and writing room. There will be stores on the first five floors on the State Street frontage, and an arcade a block long, from State Street to Wabash Avenue, will be a feature of the first floor. This arcade will join at right angles another arcade extending from Monroe Street.

The main lobby, offices, and the principal dining room will be on the second floor, and the entire fourth floor will be devoted to two huge banquet rooms and kitchen facilities.

The first Palmer House contained 225 rooms, one-tenth as many as the new structure will have. It was destroyed by the great Chicago fire, and the building which is now being removed was completed in 1873. Only a part of the present building will be torn down at a time, and there will be no interruption to business during the time the new hotel is being completed. It will be built in sections, so that part of the new building will be in use before all of the old building will have been torn down.

The poster which was used to advertise the present Palmer House when it was known as the "Palace Hotel of the World" is an interesting sidelight on former advertising methods. Apparently the management of the Palmer House at that time took no chances on being misunderstood, or of shooting over the heads of some of its country guests, as you will note on one panel the statement, "Rooms Rented With or Without Board," and in an adjoining panel, obviously for the benefit of the more modern guests, we find the statement, "Conducted on the European and American Plans."

It is hoped to have the entire building completed by August, 1926. Chicago is well supplied with hotels, there having been thousands of rooms added to the hotel facilities of the city in the past few years. The Edgewater Beach Hotel has just completed an enormous addition; the Sherman House is preparing to start a second addition. The Congress, another of Chicago's famous hotels, is planning a large addition.

Beginning June 1st, the Oriental Limited, the de luxe train of the Great Northern which runs between Chicago and the Pacific coast, will consist of new cars throughout. Among the innovations will be shower baths and a barber for men, shower baths for women, a women's smoking and retiring room, a hairdresser and a soda fountain. Mah Jongg will also be included in the equipment and radio was attempted but experiments on fast moving trains have proved unsatisfactory so far. The train will leave Chicago at 11 p. m. instead of 11:30 p. m. and will make the run to Seattle in seventy hours.

The Foor-Robinson Hotel Chain added its eleventh link on March 10th when the Hotel Charlotte was opened at Charlotte, N. C. The new hotel represents an investment of \$1,500,000 in the building and site and \$300,000 in the furnishings and equipment. The Charlotte contains 225 guest rooms all with bath, large lobby and lounging rooms, big main dining room and five private dining rooms besides a coffee shop. Servidors and circulating ice water in each room are other features which makes this hotel one of the best in the South.

"Stag sleeping cars" (cars reserved exclusively for men) are now run by the Pennsylvania Railroad between Philadelphia and Pittsburgh; between New York and Cape Charles, Va.; and between New York and Washington. At present there is one car each night on each run.

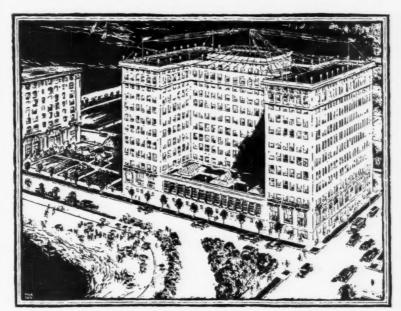
Duluth, Minn., Savannah, Ga., and Baton Rouge, La., will all soon boast of new hotels. The Hotel Duluth in the city of that name will cost over a million and will contain 500 rooms with 500 baths. The John Wesley in Savannah is a six-story structure which will cater especially to commercial trade, although many tourists take advantage of its moderately rated accommodations. The new hotel in the Louisiana capital will be the Hotel Alvis with 200 rooms, two-thirds with bath.

The Bureau of Railway Economics has just compiled figures on dining cars on American railways which are very interesting. Between forty and fifty million meals are served annually to the traveling public and many million pounds of foods are consumed. For instance, 500 tons of chicken, 1,000 tons of coffee, 60,000,000 rolls, 8,000 tons of potatoes, 6,000,000 quarts of milk, etc. Dining cars are not a paying proposition but being essential to the comfort and convenience of the traveling public, they must be a part of the service which railroads furnish the public.

The DRAKE

Lake Shore Drive and Upper Michigan Avenue CHICAGO

On Lake Michigan-Only a Few Minutes from the Loop



CHICAGO'S WONDERFUL HOTEL

ON the books of THE DRAKE are found the evidence of association after association whose thought of Chicago as the ideal convention city is inseparably linked with THE DRAKE as the *one* place to meet.

In summer the advantages of THE DRAKE'S magnificent location is particularly marked. Constant breezes from Lake Michigan insure a delightful cooling temperature.

Have You Seen this Helpful Book?



In it are presented the experiences of many national associations and sales organizations at THE DRAKE. It answers your question as to what type of service—what accommodations—what location make for complete success of a group gathering.

Ask for Edition "M"

Personal Service and Sales Department Supplies

Classified rates: 36c a line of seven words; minimum \$3.00. No display

EXECUTIVES WANTED

SALARIED POSITIONS \$2,500 TO \$25,000 upward; executive, sales, technical, administrative, engineering, manufacturing, professional, managing, financial, etc., all lines. If you are qualified and receptive to tentative offers for a new connection, you are invited to communicate in strict confidence with the undersigned, who will conduct preliminary negotiations for such positions. A method is provided through which, you may remethod is provided through which you may receive overtures in confidence, without jeopardizing present connections, and in a manner conforming strictly to professional ethics. Send name and address only; preliminary particulars will be sent without obligating or compromising you in any way. R. W. Bixby, Inc., 520 Lockwood Building, Buffalo, New York.

QUALITY SALES PROMOTER FOR THE long established, well known, high grade, nationally advertised Paul Jones line of women's and misses' dresses, sports wear, middly blouses, boys' suits, etc. State full particulars regarding experience, former connection and expectations. Morris & Company, Inc., Baltimore.

SEVERAL QUALIFIED SALES MANAGERS, with demonstrably successful records in recruit-ing and handling large organizations, will find permanent connections paying up to \$10,000 a year in the 1924 expansion of one of the two largest manufacturers in its industry. A few important territories are open for real organizers. State experience fully and write at once to H. F. Baker, gen. sales mgr., 319 W. Van Buren, Chicago

A LARGE MANUFACTURER OF ELECtrical apparatus is bringing out a new line of fan motors, and desires a sales executive with experience and acquaintance in the fan motor field to organize this department. This is an unusual opportunity for the right man. Answer fully, advising history, salary desired and send photograph. All documents will be held confidential and returned to applicant. Box 568. Sales Management, 1801 Leland Ave., Chicago.

EXECUTIVES WANTED

WE WANT A MANAGER OF SALES—A man who can manage to make sales that will net him an average of \$20,000.00, or more, per year. We want a man who can boss himself and make more money than if he were bossing a whole crew! Your job would be selling motion picture publicity to fifty different lines of business, with 80% repeats, and full commissions on renewals. If you are a good salesman you can qualify. If you are not so good our free sales training course will make you better than the best. Just give us your time and enthusiasm—and we will do the rest! Alexander Film Company, 3329 South Broadway, Denver, Colorado. WE WANT A MANAGER OF SALES-

WANTED—LIVE WIRE SALES MANAGER to manage sales force of old concern with modern factory equipment to have charge and work with men. Must be experienced and capable. Good position for the right party. References required. Box 567, Sales Management, 1801 Leland Ave., Chicago.

SALES PROMOTION

LETTERS THAT GET WHAT THEY GO after—inquiries, orders, remittances. Been writing 'em 20 years for every line of business and service. Got 25% replies from one letter on proposition to canvassing agents: 27% replies from letter-folder sent to high class investors; raised \$50,000 by mail on another investment proposition at 15% selling cost. Outline your problem for free suggestions and booklet, "Resultful Advertising Service." Ernest F. Gardner, 511-Y Ridge Arcade, Kansas City, Mo.

\$150,000 SIX WEEKS SALES, EQUALING best previous year's sales, followed my plans within two months. Within four years a million annual sales largely the result of my direct-mail plans. \$50 to \$50,000 daily sales developed for clients. Submit sales problems for FREE preliminary diagnosis. Ten years sales promotion manager Larkin Co. James C. Johnson, 119 Woodbridge Ave., Buffalo.

POSITIONS WANTED

SALES MANAGER CAPABLE OF TAKING charge of sales and recruiting work of mail order agency company or serving as assistant to sales or general manager in other lines desires new connection. Experienced in handling and supervising general sales correspondence, advertising follow-up, printing, accounting and office procedure. Has had four years sales executive experience. Age 27, high school and two years' college work as well as special training in "Salesmanship," "Business Administration" and "Law." At present employed as sales manager of large mail order agency company, but wish to make change on account of working conditions. Will accept starting salary of \$250 per month. Available thirty days. Box 560, Sales Management, 1801 Leland Ave., Chicago.

AN OPEN LETTER OF APPLICATION—I am twenty-nine years of age, single, with a good education and business background. Six years of exceptional experience as salesman and branch manager, with a record as a producer that will stand a rigid scrutiny, have equipped me with qualities to successfully open and develop an eastern territory, preferably New York. Give me a chance to sell myself! Box 563, Sales Management, 1801 Leland Ave., Chicago.

SALES AGENCIES

WE'D LIKE ONE MORE!-WELL ESTAB-WE'D LIKE ONE MORE:—WELL ESTAB-lished firm of merchandise brokers desires to connect with manufacturer of food products to act as sole representative in New England. Able to finance warehouse stock in Boston and other distributing centers. Can give excellent refer-ences. Address Box 565, Sales Management, 1801 Leland Ave., Chicago.

SALESMEN WANTED

RURAL SCHOOL BOARD SALESMEN AND sales managers. Easy to sell. \$25.00 to \$75.00 daily. Hugh L. Nicholas, 4404 Sheridan, Chicago.

Dartnell to Open San Francisco Office

R. L. Thomas, well known as an authority on export merchandising, has been appointed Western Staff Representative of the Dartnell Corporation. Mr. Thomas was educated in England and was formerly an investment security salesman in England and France.

For the past seven years he has represented the "American Exporter," during which time he has visited many countries in the interest of better export merchandising and advertising.

Mr. Thomas will open an office in San Francisco as soon as suitable space is found. In the meantime anyone wishing to get in touch with him may address The Dartnell Corporation, 1801 Leland Ave., Chicago.

Mr. E. D. Goodell, for the past three years Dartnell representative in St. Louis, Cleveland, and Cincinnati, has joined the New York office of the corporation.





Ribbons and Inks

for the

MULTIGRAPH NEOSTYLE MULTI-COLOR ADDRESS-O-GRAPH MIMEOGRAPH TYPEWRITER

Halco supplies are manufactured from the best obtainable materials under the supervision of skilled men who understand the conditions under which they

understand the conditions under which they must give satisfactory service.

Our service includes a complete line of supplies for the above listed machines. You can save money and at the same time secure better quality ribbons and inks by grouping all your purchases for all duplicating machines under one nead and dealing with one concern. Halco dealers are carefully pleked and trained men who know your requirements and how to fill them. e number among our satisfied customers such concerns as Sears, Roebuck & Co., Ford Motor Co., etc

HALCO Products will show the way to a substantial saving and will make possible better mechanical letters. Ask us how. Write today

THE SHALLCROSS COMPANY 1460 Grays Ferry Road Philadelphia, Pa.
Branch Offices: New York, Chicage, San Francisco, Washington, D. C.



How Valentine & Company speed up Sales by the Use of Washable Maps



Mark on Namapco Maps with crayon, ink, or water color. Change as often as desired by washing the surface with sponge or damp cloth.

ALENTINE & CO., New York, wanted a map system that would help them keep in touch with sales and territorial conditions—help them follow the movements of salesmen and speed up sales. So they did as hundreds of other manufacturers have done—installed a Namapco System. After using the maps for some time they say:

"Our experience with this map system has been in every way satisfactory. We find the washable surface feature especially adaptable, since one of our systems calls for tracing the work of a salesman on his territory; this we can do on your maps without injuring the surface, since the washable feature permits us to 'clean the slate' whenever necessary." A Namapco Map System in your office enables you to take a trip over your territory in a few minutes; to know at a glance where your salesmen or agents are working—and what they are doing; to analyze your distribution and find the weak points in your sales offensive; to keep in touch with actual day-to-day conditions,

Namapco Systems are made to measure for any size business and any size office. Display fixtures may be had in either the wing or cabinet type—to accommodate from two to sixty maps. They are convenient, efficient, time-saving. The cost is negligible in comparison with the service which they render. A few minutes each day of a clerk's time keeps your maps right up to date.

Our illustrated book shows many practical methods for using maps in sales and territorial work. A copy is yours for the asking. Address Dept. D-5, Indianapolis

NATIONAL MAP COMPANY

MAP MAKERS SINCE 1885

111 N. Market St., CHICAGO

Murphy Bldg., INDIANAPOLIS

311 Broadway, NEW YORK

"Namapco" Washable Maps

Automobiles which Gained in Chicago Sales Last Year

Facts worthy of note by any business man whether in the automotive line or in any other

Good business was general in the automobile world last year—but some dealers made it better than others.

Registration of new cars in Cook County, Illinois, was 46% greater in 1923 than in 1922, but

Jewett increased 206% Moon " 187% Willys-Knight" 177% Reo " 123%

These cars sell at varying prices. They differ widely in many ways. They have one thing in common—Chicago Tribune advertising. They spend more than twice as much in The Tribune as they spend in all other Chicago papers combined.

Jewett cars, introduced to the motoring world two years ago, have swept swiftly into popularity with the assistance of a powerful, consistent campaign in The Tribune. For Jewett advertising Bird-Sykes Company, Chicago dealers, in 1923 spent more than twice as much in The Tribune as in all other Chicago papers combined. The 206% gain of the Jewett in new car registrations shows that The Tribune was able to carry the responsibility placed upon it.

Moon has concentrated on the Chicago local market through Tribune advertising with remarkable results. Quinlan Motors Company claims that more Moon cars are sold in Chicago alone than are sold in the entire United States by many manufacturers.

Willys-Knight, long established, well known, represented by a large dealer organization, built up a 177" gain with comparatively little advertising — \$22.350 in The Tribune and \$10,500 in the five other papers. Owing to the results produced in 1923 approximately 30 full pages of Tribune advertising on Willys-Overland products are scheduled for 1924.

Reo has done a phenomenal job with the aid of Tribune space. During the past year forceful, distinctive copy has brought Reo to the attention of every prospective purchaser. Vill pages were used to achieve an increase of 123% in twelve months after 19 years of merchandising.

"The results were beyond our expectations," said C. E. Eldridge, Chicago manager. "Our sales began increasing like a snowball—in geometrical progression. In 1922 the proportion of our sales to old owners of Reos was 90%. In 1923 it was only 37%. We are broadening our field enormously.

"When 90' of our sales were to Reo owners, we naturally had practically nothing but Reos to sell in our used car department. Now we have all kinds of cars, and the Reos we take in trade are quickly disposed of."

Whether we consider shoes or toothpaste or eigars or automobiles—sales leadership in Chicago is found closely entwined with Chicago Iribune advertising. Whatever you sell—you can sell it faster and more efficiently by enlisting this powerful stimulant to consumer demand. Let a Tribune man prove that business is as good as you make it.





JEWETT SIX

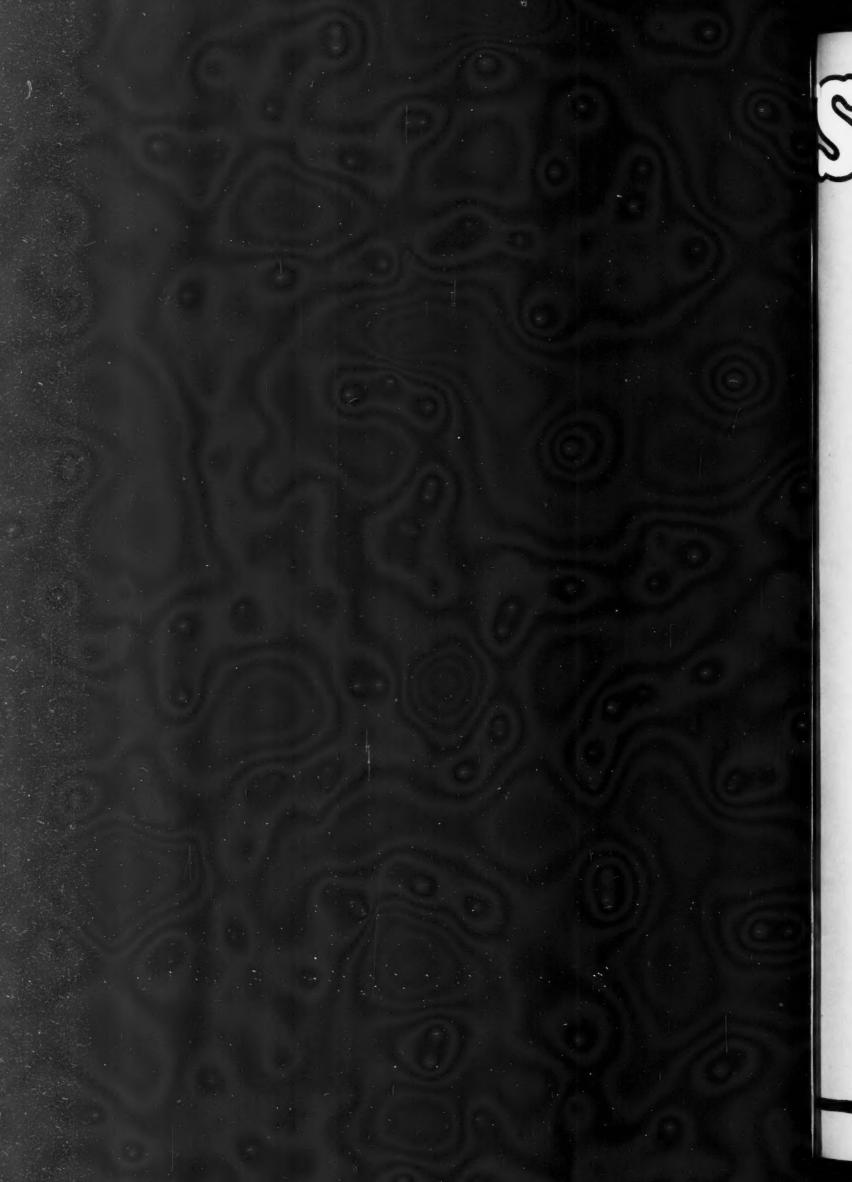
The Quality in

The Chicago Tribune Mithe World's greatest newspaper

> 7 South Dearborn Street CHICAGO

512 Fifth Avenue NEW YORK Haas Building LOS ANGELES





MAY - 1924

al a lume

IN TWO PARTS, PART TWO



Breaking Into the British Market

How John Mackintosh Built the Largest Toffee Business in England

Selecting the Salesmen for Your British Campaign



"PUNCH"

"The Foremost Humorous Journal of the World."



"As I have turned through 'PUNCH' I am greatly impressed with the astonishing excellence of your advertising. We sometimes have a vain way of priding ourselves in this country upon our superiority in Advertising, and whenever I see anyone here taking that vaunting pose I always wish that I had a copy of 'PUNCH' at hand to pass along to him."

"As I think you already know, my education has largely been based upon 'PUNCH' for many years, and I should feel that I were dropping out of the world if I did not read it diligently every week."

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"'PUNCH' is a paper quite alone in the field of modern journalism and is one of the most profitable advertising mediums in the world."

If you are interested in securing the goodwill and patronage of the British public for your Goods or Service, "PUNCH" is unquestionably the advertising medium in which you should concentrate.

Every issue is filled to overflowing with the most desirable advertising in Great Britain and many thousand dollars' worth of business has to be declined during the busy months of each year for lack of space.

Advance Booking is always essential

Rates and particulars of space available from

MARION JEAN LYON
Advertisement Manager, "PUNCH"

10, BOUVERIE STREET LONDON, E.C. 4, ENG.

BRITISH MARKET SECTION

BRITISH EMPIRE EXHIBITION AND INTERNATIONAL ADVERTISING CONVENTION ISSUES

Sales Management

London Offices: Sentinel House, Southampton Row, W. C. 1.

Publication Offices: Dartnell Building, 1801 Leland Avenue, Chicago, U. S. A.

Volume Six

May, 1924

Number Eight

Breaking Into the British Market

By W. G. Clifford

Mr. Clifford has had a wide experience as a sales executive on both sides of the water, being an Englishman by birth and having been connnected with the British sales organization of the National Cash Register Company before coming to the United States. He knows British as well as American marketing methods. He is the author of "Building Your Sales by Mail."

SEEKING a broader outlet for their goods, an American firm of manufacturer-retailers opened a branch in London. They spent months in picking the right location and in preparing the store for the opening day.

American experience had shown them the power of large-space advertising to boost retail sales. And so they decided to herald their opening day with large advertisements in the newspapers and goods at special prices.

Shoes were featured, of a style of last that had always found favour in the British market, with a guarantee of workmanship and sturdy quality. And, to make it all the more interesting, at prices considerably below those of competitors.

When One Word Costs Thousands

Because of their size and nature, the advertisements created a sensation. But they brought practically no customers to the store—the campaign was a flat failure. Why? Simply a matter of terminology—that's all. Thousands of dollars lost, progress given a set-back, and keen disappointment, simply because of the misuse of one little word!

The campaign was operated in the middle of winter. For weeks rain, rain and more rain. Murky, clammy,

chilly fog so thick that you could stand under an electric arc light and see only a faint halo where the blazing light ought to be. And . . . but fill in the rest for yourself.

Yet in the advertisements the Londoner was offered, for everyday wear under such conditions, "shoes," which meant to him light weight low-shoes for summer wear. No wonder the campaign didn't work!

The shoe known in America as a high-shoe is called a "boot" in England. And what the English call a shoe is known in America as a low-shoe, or an oxford.

Failure Turned to Success

After listening to the shoe-man's complaint of the lack of responsiveness of the Londoner to "real advertising," a good friend in the London American colony explained the foregoing to him.

On the friend's recommendation identically the same advertisements were repeated with the single change of using the word "boots" where "shoes" appeared. And, to be on the safe side, a cut of a sturdy-looking high-shoe was prominently featured.

Just that simple change turned a failure into success. Crowds thronged the store and snapped up these bargains—and they were real—at a great rate. The momentum of this

advertising filled the store for weeks, and before long the business was firmly and profitably established.

Splendid opportunities exist for American trade in England, in practically every line of effort, provided the market is approached in the right way. Simply because the people speak the same language—with the exception of some words and expressions which have entirely different meanings—it does not follow that an American firm can open up for business there in the same way that it would establish a branch in, say, Cleveland or New York City. A little different procedure is necessary.

Trying Out the "Sky-Rockets"

A splendid typical example of how not to, and also how to, go about it is shown by the case of an American firm which, after much deliberation, decided to establish British offices. The job was given to a home-office official with a splendid record, whom we'll call Jones. He went to London with keen delight and rightly looked upon his new appointment as the opportunity of a lifetime

A "go-getter" was Jones—wanted action and insisted upon getting it. Things hummed around him—had to. American-style offices; Old

SALES MANAGEMENT FOR MAY, 1924

Glory flying from the top of his building; American methods; he wore American clothes and put in his spare time in the Savoy palling up with newly-arrived Americans.

With each passing month Jones became more and more convinced that the British market was terribly hard to break into. Got sore at his firm for asking for results, felt sorry for himself for being the "goat," and finally expressed himself, "I'm through—going home as soon as I-can get clear. Trouble with this country is that they don't appreciate a live wire when they see one. They're so stodgy that nothing will move 'em. You can't even give away our goods over here, much less sell them."

Jones went home, made a dismal report to headquarters and refused to return to London. As he had a brilliant record in the United States, his firm believed what he said, and he believed it himself. But so much money had been spent on the London offices that business judgment decided against abruptly closing them out and thus losing all the investment. Finally it was decided to send to London another official, whom we'll call Smith, to close out gradually and thus endeavour to recoup some of the losses.

When the Tortoise Beat the Hare

Fortunately for Smith, there was no reason for him to shoot any sparks, to wave the flag, or cheer over anything. He had an unpleasant job, and he knew it, for anything connected with failure is always unpleasant. And so he went at it in a methodical, non-spectacular way. He had the good luck to unload several consignments of goods at a greater profit than expected. He followed up this cue and branched out into other related fields. More sales and profits. And worth-while repeats.

By the time the approximate date set for closing out had arrived, the business was showing a slight profit. The home office told Smith to continue and see what he could do. Maybe he had simply had good luck; maybe he had hit the right key. But continue for a while longer, anyway, and see what's what.

The outcome was that, under Smith's management, the business grew slowly but surely, and before long was firmly established and paying worth-while profits regularly.

Jones failed for two reasons: first, he shot off business fireworks in a country where such pyrotechnics are not only not appreciated but frowned upon; second, he was in too great a hurry. He, figuratively speaking, wanted to pick fruit a week after he had planted the seed, which simply cannot be done either in business or in horticulture.

There is nothing unusual or typically British about either the shoe-man's example or the Jones example. The same basic principle is involved no matter where you

THE following cable from Mr. J. C. Aspley, our editor, who is making a survey of European markets for SALES MANAGEMENT readers, came just as this section was being made ready for the press:

"McKENNA DUTIES OFF MEANS BIGGER OPPORTUN-ITY HERE FOR AMERICAN CARS CLOCKS PHONOGRAPHS WATCHES AND FILMS."

The McKenna duties (which amount to thirty-three and one-third per cent on automobiles, for example) will be lifted August 1, 1924

seek new business. It's this: adapt yourself and your methods to your environment.

A fundamental difference exists between British psychology and American psychology. It can be explained very simply. The American public, as is well known, has what virtually amounts to a mania for newness and change. That is why there is less selling resistance in the United States than probably anywhere else in the world.

The British public, on the other hand, prefers to hold fast to the tried and true. They are not particularly keen about change. That is why new projects cannot be "put over" with the same speed as in the United States. You are up against the lack of intense desire for newness, for change.

But the compensating part of it is this: While it takes longer to launch a new project in England, it will "stay put" much longer than in the United States. For the simple reason that the public will want to stick to your goods, thus giving you a wonderfully firm grip upon your trade. And, after all, it's continual repeat orders that put a smile in the balance sheet.

It's all simply a question of habits having been formed and trade channels being deeply grooved. The stage of development of a country and its age is the basis. The older a country—as with an individual—the more fixed one's habits become. For the same reason that it's easier to sell in the Middle West and on the Pacific Coast than in certain eastern states—the country is newer and the people are consequently less settled in their habits and trade connections.

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One makes a great mistake if he assumes that the foregoing indicates a lack of mental alertness or "liveness" on the part of the British public. There is basically no difference between American and British characteristics. Both are equally "live," but they respond to different stimuli -that's all. The Britisher and the British public can and will act with surprising speed and thoroughgoing efficiency when they are firmly convinced that action should be taken. Incidentally, individuals of each nation can both learn much from the other, to their joint benefit.

Stick to Fundamentals

Right there is your selling keynote. Optimistic assertions, hiphip-hooray blurbs and unsupported statements have no place in advertisements or selling talks designed for British use. Leave the bunk and the fireworks out. Make a cleancut oral or printed talk. Support it with facts, proof, evidence, clinchers -"show-me" stuff of every kind and nature you can muster. Do this, be reasonably persistent, and you'll have every reason to be delighted with the responsiveness of individuals and of the British public as a whole.

Many an American has had the surprise of his life in dealing with British business men. As a New Yorker recently expressed himself: "I went to London to put over a big deal, prepared for a hard time, delays and red-tape. After several talks with the managing director (British equivalent of American president), he called a directors'

(Continued on page 1047)

What American Sales Managers Should Know About British Patent Laws

Patent Grant Is for Sixteen Years with the Right to Extend the Patent Five, or Even Ten, Years

By Leslie Pocock

Solicitor of the British Supreme Court of Judicature

T is unlikely that the large number of American business men expected to visit England during the coming months will be content to return home without either securing some amount of business during their visit, or making some arrangements for placing their commodities on the English market. In these circumstances, therefore, an elementary knowledge of those laws which must affect their business enterprise is indispensable. It is proposed here to deal chiefly with the application for, and registeration of,

patents with notes as to the exhibition and sale of patented articles.

A word perhaps is necessary first of all on the status of Americans in England. By the British Nationality and Status of Aliens Act, 1914 (amended by the Act of 1918) every person not a natural-born or naturalized British subject is an "alien," and the rights and disabilities of aliens have been consolidated by these Acts. The position of aliens (with the exception of those who are subjects of states with which Great Britain was at war) may be summed up very shortly as follows:

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(1) Real and personal property of every description may be taken, acquired, held and disposed of by an alien in the same manner in all respects as by a natural-born British subject; and a title to real and personal property of every description may be derived through, from or in succession to an alien in the same manner in all respects as through, from or

in succession to a natural-born British subject.

(The expression "real property" means freehold land or buildings. "Personal property" includes all other property, for example, leaseholds, money, furniture, choses in action, et cetera.)

With regard to patents, a statute of 1624, called the Statute of Monopolies, first regulated the position of patentees, but the present law is incorporated in the Patents and Designs Acts, 1907 and 1919. It is not possible in the scope of this article

to embody all the provisions of these lengthy statutes, but the more important headings are shortly set out. They are not intended to be anything else but a guide to the obtaining of a patent in the United Kingdom, and a summary of the law with regard to trading and exhibition. Technicalities have been discarded and lengthy elaboration dispensed with.

(1) An application for a patent may be made by any person who claims to be the true and first inventor of an invention whether he is

> a British subject or not, and whether alone or jointly with any other person.

> (By Section 91 of the Act special concessions are granted to subjects of any state with whom His Majesty has been pleased to make any arrangement for mutual protection of inventions.)

If the inventor dies the application may be made by his legal representative to whom the patent will be granted upon his declaration believing the deceased to be the first and true inventor. If the application is made and the patent granted to two or more persons jointly they may each (subject to any contract to the contrary) use the invention for his own profit without accounting to the others, but none can grant a license to another person without consent of all the patentees.

(2) Applications are made on the prescribed forms and forwarded to the Patent Office. Provisional specifications must be



One of the landmarks that make England a place of charm

attached which describe the nature of the invention, and within nine months of the application complete specifications must be filed particularly describing and ascertaining the nature of the invention and the manner in which the same is to be performed.

The Comptroller-General of Patents, Designs and Trade Marks refers every application to an Examiner whose duty it is to report on the invention and as to its nature, novelty and probable usefulness.

(3) On acceptance of the complete specification the Comptroller advertises his acceptance, and the application and specification are then open to public inspection.

If there is no opposition a patent is then granted on payment of the prescribed fee and the patent is sealed with the seal of the Patent Office, which seal shall have the same effect as if it were sealed with the Great Seal of the United Kingdom, and shall have effect throughout the United Kingdom and the Isle of Man.

Rights of Protest

(4) The term limited in every patent for the duration thereof is sixteen years from its date. Extensions, however, may be applied for and under certain conditions the Court will grant extensions for a further five or even ten years.

(5) A register of all Patents granted is kept at the Patent Office wherein are entered the names and addresses of the patentees, and the assignments and licenses granted, and any extensions, amendments or revocations of such patents, and any other matters affecting their validity or proprietorship.

It is important to note that any person interested may apply to the Comptroller at any time alleging that there has been abuse of the monopoly rights under a patent, and asking for relief under the Section. The monopoly rights are deemed to have been abused if (a) after four years from the date of the patent the patented invention, being one capable of being worked in the United Kingdom, is not being worked here on a commercial scale, and no satisfactory reason can be given for such non-working: or (b) if the working here on a commercial scale is being prevented or hindered by the importation from abroad of the patented

article by the patentee or persons claiming under or purchasing from him, or by other persons against whom he takes no proceedings for infringement: or (c) if the demand here is not being met adequately and on reasonable terms, or (d) if trade or industry here is prejudiced by the patentees' refusal to grant licenses upon reasonable terms, or (e) if trade or industry here or any person or class of persons engaged therein is unfairly prejudiced by the conditions attached by the patentee to the purchase, etc., of the patented article, or to the use of the patented

On being satisfied as to the abuse of the monopoly rights the Comptroller has various courses open to him. He may order the patentee to grant licenses or revoke the patent or otherwise as he may be empowered, subject, however, to a right of appeal to the Court.

There are certain conditions to be observed in the sale of patented articles which should be noted. Under Section 38 of the Act of 1909 a patentee may not insert a clause in a contract, under which he assigns his patent or grants a license for its sale, whereby the licensee or grantee is prevented from selling other articles. (Such a clause would be construed as a restraint of trade.) It is permissible, however, for an independent contract to stipulate that the grantee or licensee shall only sell the goods (whatever they may be) of the patentee.

Patent Is Limited

A patentee is also prevented from using a patent for the purpose of pushing the sale of other articles manufactured by him. Formerly, under the law laid down in such cases as The Incandescent Light Company v. Brogden, a patentee might attach conditions to the user of a patented article, and a purchaser would be bound by them if his attention was called to them, e.g., by a conspicuous label.

The exhibition of an invention at an industrial or international exhibition, certified as such by the Board of Trade, or the publication of any description of the invention during the period of the holding of the exhibition, or the use of the invention for the purpose of the exhibition in the place where the exhibition is held, or the use of the invention dur-

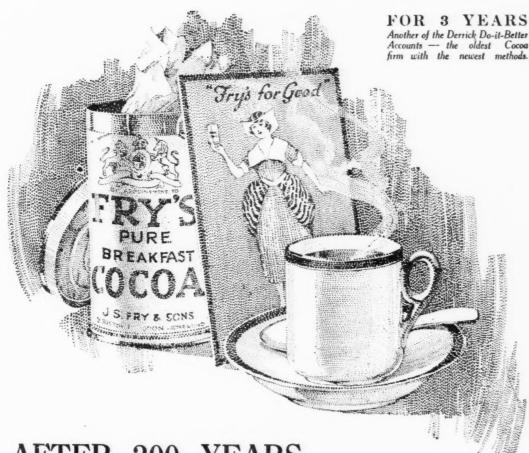
ing the period of the holding of the exhibition by a person elsewhere, without the privity or consent of the inventor, shall not prejudice the right of the inventor to apply for and obtain a patent in respect of the invention; or the validity of any patent granted on the application, provided that the exhibitor before exhibiting the invention gives the Comptroller the prescribed notice of his intention to do so, and the application for a patent is made before or within six months from the date of the opening of the exhibition.

An American firm desiring to obtain a patent in England as assignees of the inventor may do so within twelve months of the application having been made for a patent in America, in which case the English patent will have the same date as the American one. The application is made in the same way as for an original English patent save that complete specifications must accompany the application.

105 Percent of Quota in the British Isles

Manufacturers of office appliances were among the first of the American manufacturers to make serious sales efforts in the United Kingdom, and most of them have been rewarded for their daring. There are other typewriters made in the world —but the ones used in the U. S. A. are the ones most often seen in English offices. Royal, for example, reports an excellent year in 1923they beat all records and sales were a third larger than in 1922. Their sales in the British Isles are handled by the Visible Writing Machine Company, Limited, and the sixteen salesmen of this organization, fighting against a stiff quota in the month of November averaged 105 per cent of quota!

The low man made sixty-five per cent; the high man 176, and only seven fell below quota. This showing—a grand average above quota. with no hopeless failures and no men "discouragingly" successful—compares well with American sales organizations, and proves that the Britisher has no deep-seated prejudice against American goods; he asks only that price and quality be right and that the seller speak his language.



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The potency of advertising for continued business development is clearly proven by the success of Fry's.

Mere continuance of advertising, however, does not ensure increase. The "old" advertiser, no less than the "new," needs to take every possible advantage of day-by-day conditions. Competition, dealer attitude, consumer prejudice, and every other factor of success or failure must be considered.

With 200 years of growing prestige, Fry's are much better able than any newcomer to profit by every new market condition. Yet they, like many another famous firm, have turned to Derrick's for the organised service that secures maximum benefit from their advertising expenditure.

Does not this suggest that Derrick's should be your guide in the British market-that no American concern can possibly know the roads so well.

If you want our booklet, "The Derrick Services," with its list of Derrick clients, we will send it by return.

gricks

THE
DERRICK SERVICES
At your service—One or All. MARKET RESEARCH SER-VICE: merchandising counsel based upon skilled investigation and analysis of existing and potential markets.
PRESS ADVERTISING PRESS ADVERTISING SERVICE from Policy to Practice, including all technical details, schemes, copy, contracting. OUTDOOR PUBLICITY SERVICE: contracting and inspecting, bill posting, tram, bus, and railway display, painted and electric stons. electric signs.
PRINTING SERVICE: writing, designing, and printing of catalogues, booklets, posters, show-cards, and house organs.

ADVERTISING ART SERVICE: a well-equipped studio of specialist artists. Art work for all commercial purposes.

PAUL E. DERRICK Advertising Agency Ltd.

Phones: - Gerrard 8900 Grams: Pauldrick, London Cables: Pauldrick, London Codes: Bentleys and Western Union.

110, St. Martin's Lane (Trafalgar Sq.)

N D O N

England.

How Mackintosh Built the Largest Toffee Business in England

Daring Use of Full Pages of Newspaper Advertising Largely Responsible for Increasing Sales Volume By Ten in Ten Years

By a Member of the Dartnell Editorial Staff

A WINDOW full of "toffee" used in a pastry cook's shop as a Saturday special was the most modest beginning of a candy business that is now known throughout the whole of Britain under the name of Mackintosh's "Toffee de Luxe"—the largest business of its kind in England. The Mackintosh Company now has nearly one hundred salesmen, and even during the recent depression in the confectionery business it showed a sales increase of twenty per cent for the year.

The story of Mackintosh's Toffee is the story of a slow and consistent growth, the maintenance of a high standard of quality in its products, and the coordination of an aggressive advertising policy with sales efforts.

Beginnings of the Business

John Mackintosh, the founder of the business, opened his first retail shop in Halifax thirty years ago, and his aim, as owner of the shop, was to offer only articles extra good in quality in an establishment that was spotlessly clean. Soon he began to cast about for a new attraction, and he finally conceived the idea of carrying just one line of candy, or "sweets," as it is known in England, as a special Saturday line

Experiments were made and a confection produced which was named "Mackintosh's Celebrated Toffee," and an advertisement was put out locally in Halifax inviting the public to come and taste a free sample at the shop. An entire week's output was given away.

When business opened the following Saturday morning there was the largest display of toffee ever seen in Halifax. Soon the place became known as "The Toffee Shop."

John Mackintosh began advertising in the Yorkshire press and was soon casting about for the means of nationalizing his advertising. The

campaign as finally worked out included whole-page advertisements in the papers, a thing almost unheard of at that time. There is a story of the late Lord Northcliffe himself cabling from Monte Carlo (on seeing the first front page display in the "Daily Mail") to ask who had dared to spoil the paper. The Mackintosh advertising was among the first examples of display publicity in the English newspapers.

Advertising Problem Was Two-Fold

The Mackintosh advertising problem was to make the advertising perform a double function. In those days toffee was considered purely as a child's confection; few grown-ups ate it. Therefore the company undertook first to appeal to its existing public, the children, and at the same time to create a new buying public among the grown-ups. That it was done is today a proved fact, but it took years and years of steady, consistent publicity, and cumulatively, millions of dollars. During those years it was the aim to create a toffee public with a higher spending power which would then permit of the production of a super-quality candy that would appeal to it. The problem needed careful adjustment to keep the improved candy within the sphere of commercial possibility, for all the time the quality of Mackintosh's toffee was being consistently improved.

For several years John Mackintosh ran his business without a penny of personal profit, merely covering costs. Then came the day when the ideal recipe was achieved that produced the quality and flavour he had been striving for.

Then began the manufacture and advertising of Mackintosh's Toffee de Luxe, which was the name chosen for the new sweetmeat. Very soon the sales of Toffee de Luxe reached fifty per cent of the

total output of the factory, the other fifty per cent being represented by no less than forty or fifty different brands of candy. One by one these brands were dropped.

Eventually came the war with its shortage of sugar. Overboard went the remainder of the cheap lines, and production was concentrated on the quality line only. The effect of the outbreak of the war in 1914 naturally had a very severe effect on British trade, and for a time none knew just how far the ordinary business of life could be carried on, and the doubt and uncertainty stopped everything dead. Nearly all the leading advertisers dropped out of the press, and the bill posters covered their boardings with brown paper.

The "Keep On" Advertising Policy

At that time John Mackintosh expressed the following policy: "I don't believe in this 'shutting down' policy. There are still forty million people in this country who have got to go on with their lives. I'm going to let them know that in spite of the war, John Mackintosh is still making good toffee."

The upshot of this was a decision to spend a thousand pounds a week for advertising for as long as was necessary to get back public confidence. In three weeks it was necessary to pull up the advertising owing to the rush of business, and it was February, 1915, before the company could say, "Go ahead again; we have practically caught up with orders."

The Mackintosh business today is more than ten times the size it was even ten years ago. It stands at the head of the British candy industry. After Mr. Mackintosh's death the company was reconstructed, and for three years a dividend of twenty-five per cent has been paid. Each year has seen a huge increase in the reserves of the company.

CADBURY
KRUSCHEN SALTS
KODAK
DAIMLER HIRE
HOOKER'S MALTED MILK
BRITISH COMMERCIAL
GAS ASSOCIATION
MARCONI'S WIRELESS
SCOTCH TWEEDS
THREE NUNS TOBACCO
CAFÉ ROYAL

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Each in the

BOVE are a few of the national advertising accounts handled by THE LONDON PRESS EXCHANGE, LIMITED, which, with its Associated Companies (Publicity Arts Ltd., Outdoor Publicity Ltd., Industrial and Educational Film Co. Ltd.), is equipped with rare completeness to carry out any advertising or sales campaign—however big, however small.

THE LONDON PRESS EXCHANGE L

Agents for Advertisers

108-111, ST. MARTIN'S LANE, LONDON, W.C.2 Telephone Gerrard 8900 (10 lines)

British Empire Exhibition RevealMa

St. George's Day Celebratio Mar



A STATE

Empire Exhibition was formally opened by the King on April 23. One feature of the exhibition is to be a three-day pageant, in which all the various dominions and colonies comprising the British Commonwealth of Nations will participate.

No one could witness this vast spectacle without having it brought home to him in no uncertain way how tremendous the British market is. Those American sales managers who attended the opening demonstration were given a new conception of their second best sales bet. In the past they had always thought of Canada as one market, Great Britain as another, and Australia and India as still another. But at

Wembley they were made to realise that the British market is not made up of a number of units, but that it is a homogeneous market of 439,809,271 people which can be developed and operated from any convenient British point of contact.

HE British which is far and away the most elaborate of its kind ever seen in Europe, was the conception of a Canadian, the late Lord Strathcona. Barrington Hooper, C.B.E., in charge of publicity for the exhibition, stated to a member of the Dartnell editorial staff in London, that it was expected no less than fifty million people will visit the exhibition this summer. According to a statement made in Parliament, \$50,000,000 will be expended in this effort to sell the British Empire to the British people.

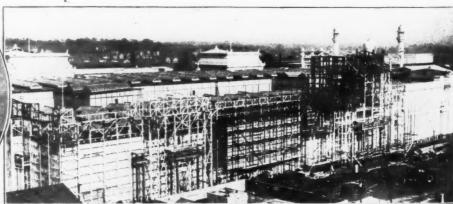
A World's Shop Window

"The British Empire Exhibition will display everything that the British Empire has to offer to buyers. It will be a veritable shop window for all the world to see, a super-emporium in which the goods and the trades of a vast Empire are placed before the world's public. It represents a vast advertising campaign, a window display, a market, a buying and selling agency rolled into one and deposited in a city specially erected to accommodate it. It will be many other things besides these, but they are not of such vital concern to those whose chief aim is to buy and sell.

"To the American sales manager the Exhibition presents an altogether unprecedented opportunity of meeting the salesmen of the British Empire face to face.

"Hitherto trade with distant parts The exhibition, of the British Empire has often been





a Magnitude of the British Market

tio larks Opening at Wembley

neglected because of the difficulties of time and distance. The Exhibition aims to remove this sense of remoteness, and before it is over, the visitor will be able to buy in the light of complete local knowledge of every part of the British Empire. The British Empire, be it remembered, covers a quarter of the known globe, and every Dominion and Colony in it is represented at Wembley.

"Many schemes which have had for their object the marketing of new commodities have failed in the past because the sales management was not scientifically planned. The groundwork was neglected; the lessons which previous failures could teach were ignored, after which we have got past the stage. In the case of the British Empire Exhibition, everything humanly possible has been done to ensure business-building, and it is safe to say that quite a new era has been inaugurated as regards team work and cooperation among producers.

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Around the World in a Week

"That the British Empire Exhibition will provide a trade building service which could not be obtained in any other way I have no doubt. The business men of Great Britain and of the Empire are anxious to explore, through its medium, every possible avenue of commerce which will lead to extended world-trade and to closer relationship with their fellow business men from both within and without the Empire.

"They will welcome the chance of meeting friends and competitors from the United States. They will be glad to hear of your experience and to tell you of their own. They will welcome your criticisms, and in so far as they are just criticisms, will try to meet them."

The sales manager attending the exhibition will find his interest centered in the Palace of Industry which will cover 40,000 square feet. A particularly good exhibit is that of the Association of British Chemical Manufacturers, which will show the advances made in the last twenty years in every branch of pure chemical science. The cotton industry has an excellent exhibit weaving and spinning machinery in motion. In connection with this exhibit, a special moving picture exhibit is shown picturing the various processes of cotton production and manufacture within the British Empire.

The outstanding exhibit in

the Palace of Engineering is the Motor Transport Section, which is an automobile show in itself with a lot more added. Fifty thousand feet are taken up for this

exhibit. This display is being put on by the Society of Motor Manufacturers and Traders, and comprises a collection of the products of British manufacturers in the various automotive industries. The Palace of Engineering is the largest concrete building in the world.





The British Markets Want



The Samson Clark Letture Hall has seating capacity for 160. Staff lettures are given in this room and from time to time leading commercial men, bankers, journalists and members of Parliament meet here to discuss problems connected with advertising and business development.

An example of our Service to American Clients

E are handling a large volume of American business in a way which is giving complete satisfaction to clients.

Rather less than a year ago one of New York's national advertisers opened a London depot and invited the Samson Clark organisation to submit ideas and a scheme of advertising. In our judgment the American plan was not suited to British conditions and we advised a campaign which differed widely from the one employed in the States. The expenditure for the first six months was less than \$10,000, but it produced more than 40,000 enquiries and 6,000 post orders with an average value of \$5 each. The British advertising reached out to every part of the Empire and beyond. It brought enquiries from Australia, India, Canada, New Zealand, South Africa, South America, China, Japan, Egypt, the Malay States and even from the United States. In six months the British business made more progress than the parent company in New York made in its first year. Many of the ideas originated in London have been adopted for use in U.S.A. Here are extracts from letters received from the New York office:—(1) "All your advertisements have been prepared in a most workmanlike manner. We assure you that it is a great satisfaction to work with you." (2) "Your advertisements are producing an unusually large percentage of business from enquiries." (3) "We congratulate you upon the appearance of the advertisements prepared by you. The press advertisements, booklets, etc., are being handled in a thoroughly expert manner. References to American clients gladly furnished on request.

S you read this page tens of thousands of buyers are on their way to London from all parts of the British Empire—from Australia, New Zealand, Canada, South Africa, India, the Straits Settlements. They are coming to the British Empire Exhibition—a trade Exhibition which will live in history—as Ambassadors of Commerce, the fully accredited representatives of great business houses, armed with the authority to make huge purchases of British and American made products.

When the advertising convention meets at Wembley in July these overseas buyers will be here in thousands. Within a few hundred yards of the Con Hal customers represevery try in the work he exam exhibits and ag for ideas, new prod w buyir portunities, way to from their mee ace dele must pass the dings en by the many o which prise the Briti nonwea Nations. Her se Pav will be found; who can vide new man your and help your he prol of mass produ

If it is true agn said America's biddustrial premacy is do on low mass productiant mass



Samson Clark

Cables: (via Imperial) "Unsullied, Wesdo, Im

American Made Goods

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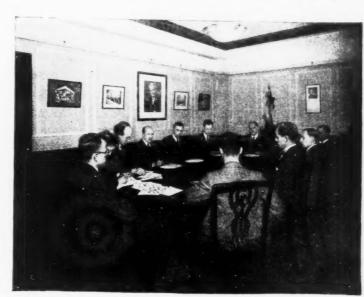
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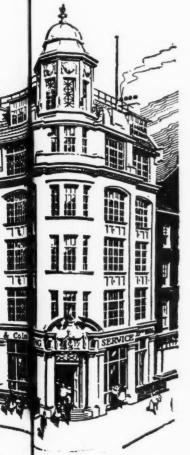
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duction is based upon low cost mass selling in international markets, a visit to London, or failing that, enquiry by personal letter, will provide you with an unique opportunity to learn more about the unrivalled trade extension possibilities offered by the British home and Empire markets.

The Empire Exhibition will be in full swing when you reach London and you will get first-hand information regarding the stupendous capabilities of the British Commonwealth of Nations. Enquiries addressed to this agency regarding marketing and advertising possibilities in Great Britain or the British Dominions will receive immediate attention.



In this illustration you see the Samson Clark Service Staff assembled for their weekly meeting in the Conference room. Advertisers' problems are debated at these Monday conferences and as a result of the deliberations, campaigns and schemes are formulated and submitted for acceptance by the Agency's clients.



Total turnover approximately \$4,000,000.

The Samson Clark Advertising Service was commenced in 1896 in one room with a staff of two. The staff now totals nearly 200. We are handling 130 National Advertising accounts with individual expenditures of from \$10,000 to over \$500,000 and nually. The total turnover is \$4,000,000.



vertising Service

Telephone: MUSEUM 8060 (Ten lines).

MERICAN Executives are urged to get into direct touch with this organisation now. We have an immense fund of information regarding the marketing possibilities in Great Britain and the Overseas Dominions, knowledge drawn from 28 years' experience and personal acquaintance with the special conditions which require to be considered.

Three of this organisation's directors—Mr. Samson Clark, Mr. J. G. P. Hunt and Mr. Arthur O. Richardson — have travelled extensively in the United States and have paid recent visits, thereby enriching their knowledge with some understanding of the problems you are aiming to solve.

Place your interests in the hands of a British Agency which has made a close study of international sale problems and is able to give you the guidance which comes from intimate knowledge of the markets of the world. Enquiries and appointments without obligation are invited now.

INVITATION

F you are coming to London for the British Empire Exhibition, the Advertising Convention or any other purpose we invite a visit to the Samson Clark building. It will be our aim to show you that high courtesy which is due to honoured guests.

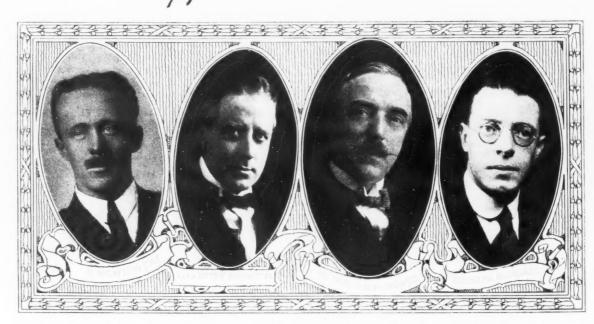
We shall be at your service in any and every way that will help to enhance the pleasure of your visit and to add new experiences, knowledge and happy memories to your stay in our land. If there is any advance information we can send you or arrangements we can make on your behalf please write us now.

Though we are so busy

prescring copy, organizing newspaper and outdoor publicity campaigns and giving a complete service to our many clients, we grasp the opportunity to send greetings to our prospective clients and readers of "Sales Management."

In Great Britain it is well known and we want you to know that the Westminster Advertising Service Lide and its associated company, May's Advertising Agency Ltd., is a really live and efficient organization, ready at all times to give expert advice on, and submit schemes for all forms of publicity. The Chairman of the Westminster Advertising Service Ltd., The Rt. Hon. G.H. Roberts, P.C., (late Food Controller), the Joint Managing Directors, Edgcumbe Brighten and Kenneth Blundell, and R. Newton May, Managing Director of May's

Advertising Agency Ltd give you a cordial welcome to the British Empire Exhibition and to the Advertising Convention to be held in July next. We can be of service to you and we wish you to feel our service is at your disposal. Come in and see us during your visit.



·WESTMINSTER · ADVERTISING · SERVICE · LTD.

MAY'S · ADVERTISING · AGENCY LTD

Velephone. REGENT 8 O 2 O (SIX LINES) ADDISON · HOUSE 26, BEDFORD · STREET, LONDON · W·C·2·

Cables
WESTMINADS,
PHONE,
LONDON,

Selecting the Salesmen for Your British Campaign

By Stanley F. Talbot

Hon. Secretary, Incorporated Sales Managers Assn. of the United Kingdom

IN selecting British salesmen there is a great difference between types of men born and bred in the different counties of this little island.

There may be a salesman—though I have yet to find him, and if he exists he is the great exception that proves the rule—who is so versatile in temperament that he can sell with equal ease in London, the industrial towns of Lancashire, Glasgow or County Cork. But speaking generally the rule should be—each salesman to his own county.

The point of contact is different in each district and although a good salesman may make sales anywhere, better or more permanent good-will can be created by a man who is one with the buyer in character and local temperament.

He Hits From the Shoulder

In Lancashire and in the northern counties of Great Britain generally, the tendency of the Londoner, or southerner, to wrap up or dress what he has to say is neither appreciated nor understood by the average buyer. He calls a spade a spade and is proud of it, and discounts greatly anything which, to his way of thinking, savours of unnecessary diplomacy.

The men of Manchester and Liverpool, and all the towns that make the great network of rail and road in that closely packed industrial center-Bolton, Burnley, Wigan, Oldham-to instance one or two that come to mind most readilythe men of these districts are plain spoken John Blunts who best respond to the understood bluntness of men of their own temperament. The same remarks apply to the men of Leeds and Bradford, and here in the County of Yorkshire, plain speaking is a virtue and whilst there is a big difference between the men of these neighboring counties-Lancashire and Yorkshire—there is much in common between them.

In Northumberland and Durham.

too, the southerner is up against what seems to him, a grim coldness and unresponsiveness which at any rate till he has lived amongst it and become part of it, makes selling a difficult proposition.

A good salesman must always be a good mixer, but he mixes best



Stanley F. Talbot

among men of his own temperament and understanding. Don't expect a salesman from London to get the same reception as a native would in Glasgow, Newcastle, Manchester or any of the places north of the Midlands.

On the same principle, don't send a Londoner, or northerner, into Devon or Cornwall, if it is possible to get a Devonian or a Cornishman. Study the psychology of the market and suit the man to the territory.

I have, during the past five years, personally engaged salesmen for a specialty proposition in each of the principal cities and towns of this country. My plan has been to advertise in as complete a manner as

possible the qualifications required, and without mentioning the specific article to be sold, for I did not desire to attract competitors' representatives by the nature of the article or to the prospective market. It was necessary that these advertisements should appear in papers circulating in the territory for which representation was required, and also in the London press. The chief reason for the latter proceeding being that quite frequently a man whose home town may be in the north, is temporarily in London, has had London selling experience and is willing to go back where his local standing may be, and often is, an important factor in his success.

Ouite true that the first and chief qualification in a salesman is the ability to sell, but next comes temperamental suitability to the market. Better, of course, to have a Londoner who is a good salesman, than a Bristolian who is not, for the city of Bristol. But best of all, a good Bristolian salesman, who knows local conditions and understands the very conservative element in the make-up of the average buyer in the Bristol area. In Cardiff, the most convenient center for working South Wales, choose a man who speaks the Welsh language; even though he may not be called upon to speak it very much, there are parts of the country where it will be necessary, and in every part of South Wales, if not in the city of Cardiff itself, it will be a valuable point of contact.

Where An Irishman Is Essential

In Ireland, that especially receptive market for American products, Dublin for the Free State, and Belfast for Northern Ireland—an Irishman is essential. It is not easy to find first class Irish salesmen—but they are worth spending time and money to find,

So much for the question of temperament, and in closing down on it, let me again urge its extreme im-

SALES MANAGEMENT FOR MAY, 1924



Dartnell in London

London this year will be the Mecca for importers and buyers from all over the English speaking world, and the Continent. They will come to attend the British Empire Exhibition and the British Industries Fair. These events will transcend in importance any such events which Europe has ever seen. They will usher in a new era of British trade activity and prosperity.

The congregation of so many business men at one time affords American sales executives an extraordinary opportunity to visit London this summer and arrange for a wider distribution of their products throughout the English speaking nations and on the continent. While there you can make on-the-ground arrangements for your advertising and sales campaign, and personally investigate the possibilities for extending your British markets.

For the convenience of our subscribers a special Dartnell office has been opened in London, with a permanent salaried staff. Mr. Walsh, who is in charge, enjoys a wide acquaintance among men who can help you to get more British business. His services are offered to Dartnell subscribers without obligation of any kind. So if you plan to go to London this summer to take part in this world trade meeting write for a card of introduction.

THE DARTNELL CORPORATION, 1801 Leland Avenue, Chicago

1	expect	10	0.0	to	London	this	summer
A	capece	10	20	60	London	11113	311111111111111111111111111111111111111

to attend the British Empire Exhibition, the British Industries Fair and the Convention of the Associated Advertising Clubs of the World. Please send me a card of introduction to Dartnell representatives there, without any obligation to me.

Name	
Firm	
Address	

portance. No sales campaign which is launched, having neglected the aspect of sales staff selection, can be fully effective. Whether the proposition be a specialty one, where perhaps the chief difficulty is in getting the first interview, or the selling of a staple commodity through the trade, where repeat business depends upon the creation of permanent good-will, the most successful results will be secured where the salesman is in tune with the thoughts and habits of the buyer and knows when and how to penetrate his assumed indifference and reserve.

Words Are Not Always What They Seem

Americans who contemplate visiting London for the convention of the Associated Advertising Clubs of the World should be very careful of their speech while there, according to a tip from Trade Commissioner H. B. Allin-Smith in a recent report to the Department of Commerce.

Unless one cares to be taken for a drug fiend, he cautions, one should not ask where the nearest "drug store" is. He should ask for the chemist's shop."

When an Englishman hears the word "store" he doesn't think of a store at all, but of a warehouse or place of storage; for a store is to him a "shop."

When the Englishman casually refers to "drapery" or "mercery" the well-warned American will not be non-plused nor stand aghast. He will know that the Englishman is talking about "dry goods." In all of England, it is said, there is no "dry goods store." They are "drapers' shops," and the merchants are known as "drapers" or "mercers."

To the Englishman "cotton" always means thread, not the raw cotton.

Candy is not "candy" to the Englishman. It is "sweets" or "lollies"; and when he speaks of his "braces" he doesn't mean that his back is in some sort of a support; he's just referring to his suspenders.

Likewise, baggage is "luggage" in England, and baggage checks are "brasses." Freight cars are "goods vans," and "trucks" are not automobiles, but the wheel units on which the goods vans run, the word for truck being "lorry."

London Will Be Host to 2,000 Advertising Men

HEN the gangplanks of the official ships are hauled in July 3rd, the prologue will open to one of the biggest advertising meetings ever held. Elaborate programs have been planned for the voyage, including a variety of sport and entertainment, besides business meetings.

W. Frank McClure, chairman of the National Advertising Commission, has charge of the business meetings en route to England. There will be a number of departmental meetings and at least three general sessions under the direction of William D'Arcy of St. Louis, for discussion of general activities of the Associated Advertising Clubs.

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The mornings on the boat will be given over to sport and recreation. There will be the usual shuffleboard tournament, and a deck band will furnish music. Paul Whitman's famous orchestra will also be on board. A daily newspaper is to be published on the trip, and each day it will be turned over to a different advertising club to edit. The spirit of rivalry between the different organizations should bring forth some excellent publications. Another feature of the voyage will be a costume ball under the direction of the League of Advertising Women of New York.

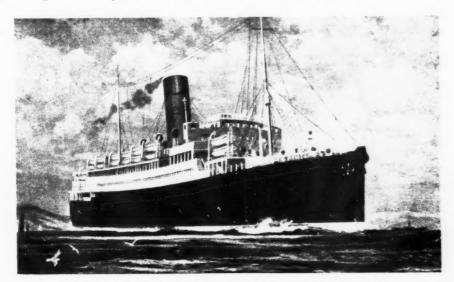
The movie halls of the liners will furnish nightly entertainment. Opportunity will also be offered for the showing of municipal and industrial

films, so that various companies and cities will have a chance to exhibit industrial and educational films before convention delegates. Any company wishing to exhibit such films should file a request with the central office of the Associated Advertising Clubs of the World in New York City.

When the ships dock on July 12th, a national welcome will be staged at the Royal Albert Hall, London, the largest concert hall in England. Sunday, July 13th, a religious meeting will be held in Westminster Abbey. By special permission of the Dean, delegates are to have reserved accommodation allotted to them in the choir, south transept and the nave. The Lord Bishop of Durham, the Rt. Rev. Herbert Hensley Henson, D.D., will preach the sermon. Fred B. Smith of the Federal Council of Churches, will speak Sunday afternoon.

The speakers for the inaugural meeting at Wembley, July 14, include Ramsay MacDonald, first of the British Labor party to become Prime Minister; the Hon. Frank B. Kellogg, American Ambassador to Great Britain; Lew Holland, president of the Associated Advertising Clubs; C. Harold Vernon, president of the London Thirty Club and chairman of the general convention committee.

Following the inaugural meeting, four American speakers will address



One of the new Cunard liners chartered to take convention delegates to England

on Gt. Britain

Keep one eye

the other on her Empire markets

The position of Great Britain as the main artery for European and other Overseas markets is recognised the world over. Her export trade is wonderful in its volume and ramifications.

Any selling campaign in Great Britain strikes a responsive note in India, South Africa, Australasia—in fact, wherever English is read and spoken—and the nearer European peoples soon show that they want the goods.

Your advertising campaign for Great Britain, therefore, should be planned on such lines as will secure to you the fullest possible value for your expenditure.

Your advertising Agency should be the one which can give you adequate service in the whole of the British Empire. Over 25 years' experience in world-wide advertising is at your disposal through



Norfolk House, Norfolk St., LONDON, Eng.

Cables: "Steelads London."

Australasian Office:
39 Pitt Street., Sydney, N.S.W.
South African Office: 9 Long St., Cape Town,

Member of the Association of British Advertising Agents.

W. B. P.

These initials in the bottom corner of an advertisement show that I have personally satisfied myself as to the value of the article advertised, that it is suited in price, quality and appeal to the British Home Market, and that its cost of production and methods of distribution are such as to enable the advertiser to make money.

The initials mean something more. They have recently appeared at the foot of each successive piece of copy employed in the campaign which has caused 'Yadil' Antiseptic to be used in every corner of the British Isles. Each step in that campaign has originated in my office. No more successful campaign has ever been conducted in England.

Remember the initials

W. B. P.,

it may pay you to have them appear in the corner of your advertisements. They will be set in quite small caps., but they mean a lot.

loitoin Tele

Wilson Bell Publicity Limited, Norwich House, High Holborn, London, W.C.1 the general meeting Monday afternoon: Francis H. Sisson, of the
Guaranty Trust Company, New
York; Herbert S. Houston, publisher of "Our World," a former
president of the Associated Advertising Clubs; James V. Moonet,
president of the General Motors Export Company; and C. C. Harn, of
the National Lead Company. Their
addresses will cover the influence of
advertising on public standards of
business and advertising as an educational factor.

Advertising in Canada will be the theme of an address at the general session Tuesday morning by E. W. Beatty, president of the Canadian Pacific Railway, Montreal. "How Advertising Has Welded the United States Market" will be discussed by E. T. Meredith, Des Moines, publisher of "Fruit, Garden & Home" and "Successful Farming," and formerly Secretary of Agriculture.

At the dinner of the board of advertising club presidents Wednesday evening, the next convention city will be chosen. The Advertising Clubs of Texas are going to

London with a firm resolution to bring the next A. A. C. of W. convention to Houston. The Wednesday forenoon and afternoon will be devoted to departmental sessions exclusively. General business and elections will conclude the program on Thursday.

The Entertainment Committee in London has announced a long series of tentative tours and side-trips of historical interest in the British Isles, including the ancestral homes of George Washington and Benjamin Franklin, the birthplace of Shakespeare, the Universities of Oxford and Cambridge, and the burial place of William Penn. Birmingham, Brighton, Liverpool, Nottingham, Northampton, Sheffield, York, and the French battlefields are also included. Most of these tours have been arranged so that there will be no expense to the delegates. The tours have been planned so that delegates interested in the industrial side of British communities will have an opportunity to visit the important industrial centres.

American Methods Build Shoe Sales in England

HE late George E. Keith, founder of the world famous Walk-Over Shoe business, was said to be one of the few American business men who thought internationally before the war. Keith often said that he had what amounted to a mania for opening up new territories in export fields, although he was proud of the fact that he never neglected any part of the domestic market.

When he first began to sell American made shoes in England it was the custom to make special shoes for the show windows. Under no circumstances were these shoes ever sold—at least that was the general opinion of the British public, and the repeated refusal of British merchants to take shoes out of their show windows for customers perhaps was proof that the opinion was correct.

One day one of Mr. Keith's retail store managers noticed a man intently gazing at a pair of shoes in the window of one of the Keith London stores. As best he could from the sidewalk he inspected the shoe from all angles, and then walked into the store, and said, "I have been looking at a pair of shoes in your window and I think they will fit me, Do you ever sell window shoes?"

"Why certainly," answered the store manager, "why not?" The shoes were taken from the window and fortunately proved to be exactly what the Englishman wanted. He bought them.

After he left, the store manager put another pair of shoes, the same style and size, in the vacant place in the window. Next day the same customer was noticed looking at the shoes. He came in and bought the second pair. The store manager reasoned that if he could sell two pairs of shoes from the window to the same man that he might sell three pairs. So he placed the third pair in the window. Sure enough, on the next day the same customer came in and bought the third pair of "window shoes," as he called them.

SELL TO BRITONS IN THE BRITISH WAY

and with Advertising built by a British Firm

Britain offers an ideal market for almost every class of American Goods. There is no prejudice in Britain against American goods. On the contrary, they are high in popular esteem. But there are wide differences between American and British buying habits and merchandising practices.

These differences may prove a hopeless stumbling block to the advertiser who does not recognise and comprehend them. If a commodity is to be sold successfully in Britain, the selling must be done with complete understanding of the thoughts, customs and habits of the British people.

W. S. Crawford's is an Advertising Agency which possesses this understanding, coupled with a service that is second to none. Its ability to sell goods in Britain may be judged from the fact that amongst its clients are the following international advertisers:

YALE AND TOWNE MFG. CO.

J. B. WILLIAMS CO.

STATLER HOTELS

MECCANO LTD.

MARK CROSS

SWAN FOUNTPENS

LEA AND PERRIN'S SAUCE

KAYSER HOSIERY

ENO'S 'FRUIT SALT'

CORONA TYPEWRITER CO.

BUSH HOUSE

AUTO-STROP SAFETY RAZORS

BRITISH EMPIRE EXHIBITION

ALADDIN INCANDESCENT LAMPS

These firms are in the good company of an outstanding group of vigorous and successful British National Advertisers who also employ the House of Crawford to create their Advertising

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W*S*CRAWFORD*LTD

233 HIGH HOLBORN, LONDON, ENGLAND

Is the British Housewife Backward in Buying Modern Appliances?

By Percival Mayfield

ANY Americans have become so accustomed to the American methods of doing business and the shapes, colors and qualities preferred by American buyers, that they display a feeling of impatience or amused tolerance

when they encounter people whose tastes differ. For example, manufacturers of kitchen cabinets in the United States have found, apparently, the size, finish, and design preferred by the majority of your housewives, and it may be hard for some of them to understand why English housewives should have different ideas.

There is an old story of a lawyer who visited the cell to advise with his client. The client told him of the inconsequential crime he had committed, and the lawyer said: "Why, they can't put you in jail for doing a thing like that." The client replied, "Yes, but don't you

see I am in jail?"

There is a tremendous market in England for labor saving devices in the home, and American manufacturers who are willing to modify the construction of their products so that they will appeal to British housewives will, within a reasonable period of time, build up an immensely profitable business. They may argue to themselves that the British housewife displays bad taste, and an illogical sense of values; but they must not forget that they are dealing with a fact rather than a theory.

The case of kitchen cabinets will serve as illustration of many other labor saving devices. In nearly every kitchen in Great Britain the kitchen dresser is made by the builder. It has two or three drawers and some shelves with hooks for cups and jugs. The manufacturer

of a kitchen cabinet must realize therefore, that his prospects have already given some thought to a convenient arrangement of their kitchen utensils.

American kitchen cabinets are not unknown in Great Britain. The

"HEREIN do we fall short in our appeal to foreign markets in comparison with England and Germany?" a SALES MANAGEMENT investigator asked Sir Thomas Lipton, one of the most successful international merchants.

"In two respects," he replied. "In the first place American business men do not always grasp the importance of supplying what the foreign buyer wants, or thinks he wants. If the buyer wants a ten cent package of tea I'll give it to him, irrespective of the fact that it would be more economical to him and more profitable for me if he would prefer a different unit. Americans are used to being 'sold' to an extent that does not obtain elsewhere where people are used to 'buying.'

"In the second place, I think that too often you do not adapt your selling methods to the temperament of those you are endeavouring to reach. It has repeatedly happened that splendid opportunities in a foreign market have been thrown away through the application of high-pressure methods of gingering-up the sales force. No matter how successful such methods may prove in the United States it is not safe to assume that they will work when applied to foreign markets."

department store of Harrod's stocks them in the hardware section, but sells only about 150 every year. Small as this volume is, it is an indication of a fairly wide market because the store does nothing to really push them. The price ranges from £10 to £23.10.0 according to the make and fittings. Another large London store sells a few dozen a year, and a third not more than half a dozen. The credit furnishing firms do not handle them-but they sell on the hire purchase (installment) system, jugs, basins, china and glass!

The British stores report that their customers find American and Canadian kitchen cabinets too complicated—that they have too many "gadgets"! The British women prefer simpler designs.

The British made cabinets are, to some extent, copies of the American ones, with certain necessary modifications to make them appeal to the British public. For example, the Easiwork Company has made a real success of kitchen cabinets by adapting American styles to British requirements. These are made of Canadian hardwood, are well fitted

and have large storage spaces. The flour bin is placed in the center instead of at the side, as in most American cabinets. This is only a slight change and if cold logic were to be applied to the problem one might say that the British housewife had no right to demand that the flour bin be placed in the center—and yet she does.

The Easiwork Company has installed a model flat in Oxford Street, London, where they show the cabinets in use. They also take advantage of every opportunity to demonstrate at all exhibitions relating to good housekeeping. They

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issue a seasonal publication called the "Easiwork News," which serves as a catalog, and is filled with "reason why" copy about their cabinets and other furniture. The public is invited to tea in their model flat, and hundreds of demonstrations are given monthly to these visitors. Advertising space is used in such magazines as "Good Housekeeping" and "The Ideal Home."

Since a great deal of educational work is necessary to show the British housewife the advantages of various forms of labor saving devices, considerable savings could be made if a number of American manufacturers who make such products as kitchen cabinets, vacuum cleaners, and other electric utilities, should form an association for the purpose of conducting a cooperative advertising campaign. The cost would not be prohibitive, and the results would be shared by all.

SALES MANAGEMENT FOR MAY, 1924

Many American Sales Managers Getting Ready for London Trip

Among sales and advertising executives who will attend the London convention are:

Robert C. Fay and J. G. Chapline, La Salle Extension University, Chicago.

W. Livingston Larned, Ethridge Association of Artists, New York.

Gordon D. Gilbert, H. W. Peters Company, Boston, Mass.

Paul Sturtevant, Harris, Forbes & Co., New York.

H. P. Temple, The Ash-Temple Co., Ltd., Toronto, Ontario, Canada.

William Feather, William Feather Co., Cleveland, Ohio.

Roscoe C. Iddings, The Fyr-Fyter Co., Dayton, Ohio.

Chester W. Jenks, F. M. Hoyt Shoe Co., Manchester, N. H.

C. F. Radley, Oakley Chemical Co., New York,

M. C. Rotier, Meyer-Rotier Printing Co., Milwaukee, Wis.

C. E. Hough, Seaman, Kent Co., Ltd., Toronto, Ontario, Canada.

M. A. O'Mara, The White Co., Cleveland, Ohio.

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Herman Friedlander, Friedlander Bros., Wooster, Ohio.

George Exline, Kaynee Company, Cleveland, Ohio.

E. M. Wickens, The Wickens Co., Lorain, Ohio.

T. K. Lamb, Standard Drug Co., Cleveland, Ohio,

Louis Wolin, Union Mortgage Co., Cleveland, Ohio.

A. A. Dorn, O. K. Dorn Shoe Company, Cleveland, Ohio.

Stanley Seward, The White Company, Cleveland, Ohio.

C. H. Handerson, Union Trust Company, Cleveland, Ohio.

Lee R. Fleming, Fort Smith Garment Co., Fort Smith, Ark.

A. M. Canter, Mifflin Chemical Corp., Philadelphia, Pa.

H. E. K'Burg, Wales Adding Machine Co., Wilkes-Barre, Pa.

Chas. K. Woodbridge, The Dictaphone Corp., New York.

Milton Towne, The Joseph Richards Co., New York.

Breaking Into the British Market

(Continued from page 1030)

meeting and had me put my proposition to them.

"They entered into the whole matter with a thoroughness that astonished me, but fortunately I had come prepared and had facts and figures to support me. I was asked to come back two days later. I was nearly swept off my feet when the chairman announced, 'Mr. Blank, we have decided to accept your proposal and will' . . . and then he talked figures many times greater than I had even hoped for."

The methods used by American firms who have won success in British markets show that the fundamentals can be reduced to what practically amounts to a formula.

The preliminary survey of the country and its selling opportunities is usually made by the president of the firm. To do the job right, several months are needed, and possibly more than one trip. In England, as elsewhere, many of the richest opportunities do not always show on the surface.

The decision to go ahead having

been made, the next step is to select the man—usually an executive from the home office—to take charge of the British company. While it is not essential that this man should already have traveled abroad, it will help. But he should most surely have traveled widely in the United States, particularly in the larger cities. This will help to give him breadth of view.

This executive should be given reasonable authority to act on his own initiative. There is nothing but disappointment and loss in trying to run the details of a British—or any other foreign—office by cable from America. It cannot be done. Give him authority.

The British company should be headed by a Britisher who will function about the same as an American president. His title will be the British equivalent of managing director. The American executive should be big enough to be willing to stay in the background—as the man behind the scenes—and to function as a sort of chairman of the board. How



Whether you are coming to London on a pleasure trip, or a "mostly business" trip.

We have an idea, however, that you are coming over with an eye to business. Your product is a success in U.S.A. and you are asking yourself "Why not in England, too?" You are seeking the fullest information regarding the English market, and we shall take pleasure in telling you all we can about it.

We are not the largest advertising agency in England (we are limiting the number of our clients, in order to serve them more intensively) but no agency knows better than we do the buying habits and preferences of the English people.

We control the advertising of the largest chain store business in Great Britain—a business whose 1,000 stores serve over 3,000,000 people a week. We know the advertising appeals which brings the best response—we know the retail selling business right through, and the wholesale houses which would be interested in the sole distributing rights of your product in this country.

Come in when you come to London, and let us have a chat. No obligation! Just glad to meet you.

ROWLANDS'

Advertising Service
69, FLEET ST., LONDON

On to London?

IF
YOUR MISSION
IS ADVERTISING
TO BRITISH
MOTORISTS
you must
"COME TO
COVENTRY"
for
SPECIALISED
MOTOR
ADVERTISING
SERVICE

OVENTRY is justly renowned as "The Hub of the
World's Motor Industry,"
and there in its natural home is the
most complete and specialised advertising service in Great Britain
exclusively at the service of the
Industry. Founded with an ideal
of specialised service, it has built up
a clientele comprising the cream
of British Motor Advertising.

We specialise in advertising MOTOR CARS, MOTOR CYCLES, MOTOR CYCLES, MOTOR A C C E S S O R I E S , MOTOR SPIRITS AND OILS, MOTOR CLOTHING, ETC.

Anything to Motorists.

What we don't know about the British Motor Market isn't worth knowing.

Why not Investigate?

The
HERITAGE PETERS
ADVERTISING SERVICE, LTD.,
COVENTRY



much authority he should give to his managing director is a matter for personal arrangement.

Connections with a reliable British solicitor (attorney) should be established at the outset.

When it comes to laying out the selling plan, a British advertising agent should be called in. Because a selling plan is a wonder in America is no sign that it will produce equally well in England. It may be wholly unsuited to the market. And even if it is basically suited—which your advertising agent can tell you—it will most surely need some changes. In this connection a reliable advertising agent can render service of inestimable value.

An Advertising Experiment

It is well to make haste slowly and to test and prove each step—particularly in a selling way—before making it on a large scale. Also, to endeavour to surround the entire business with a British atmosphere. Many an American business in England has done this so successfully that the average member of the public there would be greatly surprised were he told that what he firmly believes to be a British firm is in actuality American.

Sooner or later every American in business in London says to himself, "I wonder what would happen if we were to tear loose with some real American advertising—big space, attractive set-ups, and writing with 'guts' in it?" Here is the answer, with a lot of illuminating sidelights:

An American firm in London, selling an article to business men, has spent about two years in getting its business established in the approved British way. Things were running along smoothly and everybody was happy.

The American head of the firm—a former advertising man of proved skill—had many a time asked himself the above question. But he wisely decided that as it was an experiment it should wait until the business was on its feet. This time had now come.

He went at it in this way: He wrote a series of appealing advertisements, just as though they were to be run in the United States. Then he went over them carefully and made the necessary changes in words, expressions, and the like. Il-

lustrations were made by a British artist. And then he had the proofs gone over carefully by an Englishman to catch any American words which he might have overlooked.

The few people he had taken into his confidence all warned him against his intention. But he figured that, as the business was firmly on its feet, a single advertisement couldn't hurt it much, and might uncover big possibilities.

Shortly after nine o'clock on the morning of the publication of the advertisements, he was kept busy at the telephone listening to the well-intentioned warnings of Britishers and some Americans against his advertisements. Friends and acquaintances stopped him on Fleet Street and the Strand on his way to the club, expressed sorrow at his "foolishness" and advised him earnestly against a repetition.

The Success Factors

Before the day was over he had received so many friendly warnings, and so much advice on what to do and what not to do, that he began to consider himself every different kind of a fool.

In a decidedly regretful frame of mind he went to his office the following morning. And then . . . "We're receiving oceans of letters in response to our advertisements," were the greeting words of his secretary. Sure enough, there was a flood. Mail, mail everywhere—coupons, remittances, inquiries, and letters of commendation from the heads of many great British firms.

And in all this flood of mail not a single word of criticism from a prospect or a customer—nothing but orders, money and commendation from them. The only criticism came from well-intentioned but misguided friends and acquaintances.

The campaign was continued and later duplicated on a larger scale. It was successful and set the entire business to running on high gear.

Highly important facts to be noted in the foregoing instance are that American advertising was not used at the outset. That the business was first firmly established in the British way; that the American who wrote the advertisements was a skillful advertising man, had lived in London for two years and had absorbed the atmosphere; and that, as a final check, he had an Englishman go over his proofs.



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British and Foreign Markets

Agency work in Great Britain, to be of any value, must move with the times, but it must also have behind it long experience.

The firm of STREETS have passed through several phases of British advertising practise—94 years of experience!

There is a wealth of information in this record, and those American manufacturers who seek facts about Britain, the Empire or the Continent, may be certain that any advice or information they receive from Streets comes from some deeply-rooted knowledge of conditions.

Will you write to us and ask us about such markets? We would like to make a report to be handed to you on your arrival here—if you are not able to attend the Convention, we will make such a report without any obligation on your part.

If we think that there is no market for your goods, we shall tell you so frankly. If there is a market, you will have the benefit of our experience of distribution, marketing, merchandising and advertising. We also know the value of space and know how to buy it, and our copy department has written advertisements for many famous campaigns.

We have lately moved to new and larger offices, one building in the heart of the City of London, which is an indication of the steady and consistent growth of advertising in Great Britain, and of Streets in particular.

Ninety-four years of experience is yours for the asking—why not write for it?

(G. STREET & CO., LTD.),

Incorporating Leathwait & Simmons,

6, GRACECHURCH ST., E.C.3; 8, SERLE ST., W.C.2; 34, THROGMORTON ST., E.C.2.

LONDON, Eng.

'PHONE NOS.:
Avenue 5311
Holborn 2808

TELEGRAMS:
STREET, STOCK,
LONDON.



BRITISH **EMPIRE EXHIBITION**

WEMBLEY LONDON 1924

his pleasure.

The spacious Sports Stadium, the music, the illuminated lakes, the glorious gardens, the broad highways, the Amusements Park of a thousand thrills, are but a tithe of the triumphs that will make a visit to the London Exhibition the event of a lifetime.

You must not miss the glory of London this year.

—wide open at Wembley

LONDON

